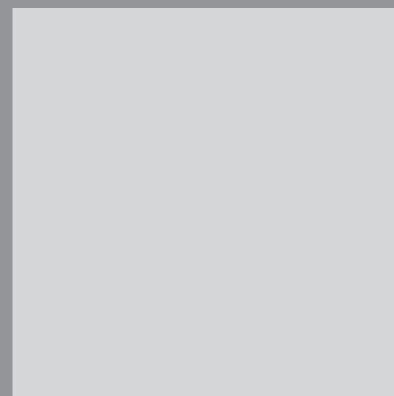
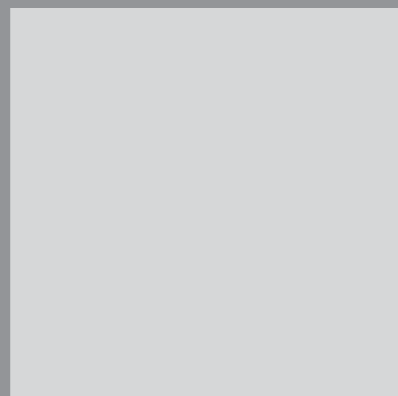


# Manor Royal Masterplan

## Crawley Borough Council

June 2010





# Overview

GVA Grimley working with Atelier Ten and WSP were commissioned by Crawley Borough Council and its partners to prepare a Masterplan which provides strategic direction for the future growth and development of the Manor Royal Business District.

The Masterplan will form part of the Local Development Framework suite of documents in the form of a Supplementary Planning Document (SPD) adopted by Crawley Borough Council which expands and clarifies the aspirations of the Core Strategy MC1 which deals directly with the future of Manor Royal and its linked areas (County Oak, City Place, Manor Royal Fringe).

This Report provides the final recommendations of the Masterplan (and informs a draft SPD) having undertaken significant primary research, stakeholder consultation and options testing.

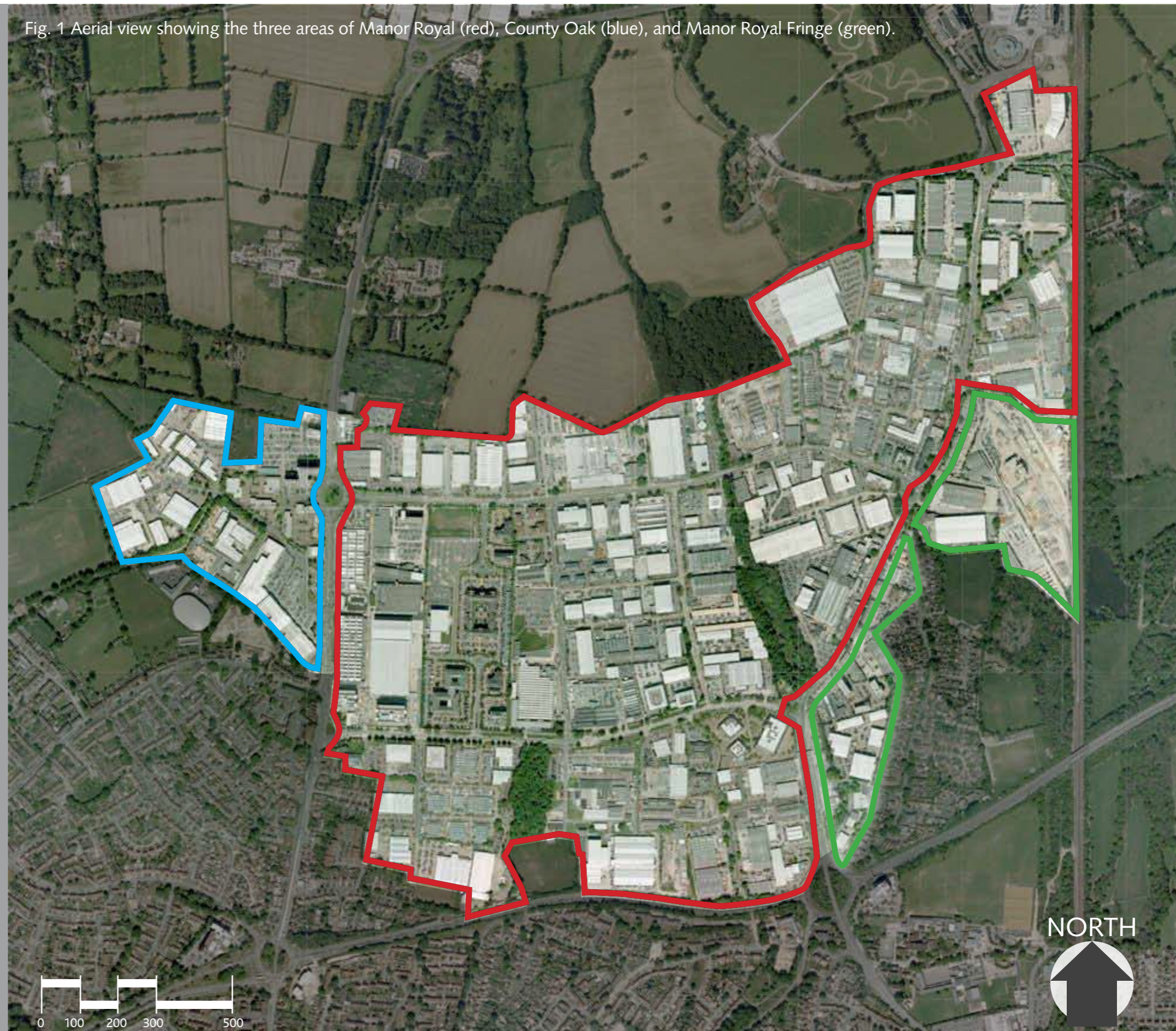
The Manor Royal Masterplan provides the strategic framework for the revitalisation of the Business District, identifying the opportunities for a range of commercial, leisure, environmental and transport enhancements that will secure the future success of Manor Royal.

It builds on the policies of the adopted Core Strategy and Sustainable Community Strategy, alongside regional and sub-regional direction provided by the Regional Spatial Strategy, Regional Economic Strategy and Gatwick Diamond Futures Plan.

Specifically the Masterplan:

- Sets out the long term vision and strategy for Manor Royal;
- Identifies the objectives required to achieve the vision;
- Proposes the strategic land use and business activity mix;
- Provides a set of realistic interventions to catalyse change; and
- Acts as a marketing tool to articulate the future vision and direction of Manor Royal.

Fig. 1 Aerial view showing the three areas of Manor Royal (red), County Oak (blue), and Manor Royal Fringe (green).





# Contents

1.	Introduction	4
2.	Purpose Of The Masterplan	6
3.	A Vision For Manor Royal	13
4.	Objectives Of Interventions At Manor Royal	14
5.	Planning Policy & Regeneration Framework	18
6.	Masterplan Approach	25
7.	Setting The Spatial Vision	28
8.	Character Zone Enhancement	30
9.	Achieving High Quality Development At Key Locations	42
10.	Amenity & Support Facilities	48
11.	Business Engagement & Support	52
12.	Delivery Strategy	56
13.	Delivery Actions	60
14.	Delivery Of Key Sites	66
15.	Prioritising Public Sector Led Intervention	70

For further information, contact

Martyn Saunders

020 7911 2037

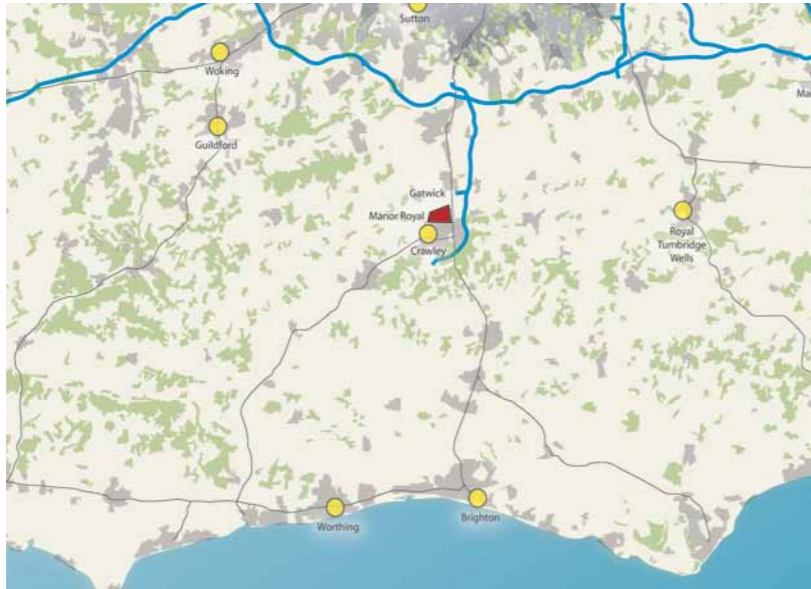
[martyn.saunders@gvagrimsley.co.uk](mailto:martyn.saunders@gvagrimsley.co.uk)



# 1. Introduction

- 1.1 Crawley is set for significant growth and change in the coming decades with aspirations to enhance the economic, residential and amenity offer of the Borough to realise its potential as an engine of regional growth. Truly sustainable growth will require a balance between housing development, economic and employment growth, and the development of Crawley Town Centre as a hub for retail and leisure activity.
- 1.2 Whilst town centre regeneration and the provision of affordable housing are clear priorities to address weaknesses within the Borough, equal importance should be placed on achieving economic growth to maximise the local economic benefit of population growth. All three strands for intervention are clearly inter-linked, with enhancements in one having positive benefits on delivery of the others.
- 1.3 The housing and economic growth agendas will need to work hand in hand, providing good quality housing to attract people to live and work within Crawley to ensure wages are retained within the area and Crawley does not become a commuter-focussed location. Furthermore increasing high quality employment opportunities will attract people to the area, raising skill levels and availability and in turn attracting more businesses to the area. Building the economic base by encouraging higher levels of employment and attracting more residents will also enhance the catchment of the town centre, with the potential to increase the viability of future retail development.
- 1.4 Manor Royal is a key economic hub within the South East and provides the employment foundation for both Crawley and the Gatwick Diamond sub-region. Approximately 30,000 people are employed within Manor Royal in a range of business types and sizes, from large 'blue chip' office occupiers to small engineering companies. Manor Royal has a rich economic heritage which has been driven by the growth of Gatwick Airport, the strategic linkages to London and the South Coast, and the access to a large and diverse workforce.
- 1.5 The business district lies at the northern edge of the Crawley town urban area between the town to the south and Gatwick Airport to the north. Since the creation of Crawley New Town in the mid-twentieth century Manor Royal has provided the foundation of the areas economic prosperity providing places of work for residents and accommodation for local businesses.
- 1.6 Its scale and geographic location make it the most important employment centre within the Gatwick Diamond and a central economic driver for the regional economy, creating a central node for business between Brighton and London. The Manor Royal business district provides a microcosm of the wider sub-regional economy, incorporating a full range of commercial activities and providing customers and supply chain companies for businesses across the South East.
- 1.7 As such, the economic success of the Gatwick Diamond is intrinsically linked to the success of Manor Royal and its ability to capture new high quality businesses in the future.
- 1.8 For the purposes of this Masterplan Manor Royal is considered to encapsulate the core of Manor Royal itself (i.e. the area bounded by Crawley Avenue, Fleming Way, Gatwick Road and London Road), plus the linked areas of County Oak (to the West), Gatwick City Place (to the North-East) and the Manor Royal 'fringe' (to the South East).
- 1.9 Focus at Manor Royal has been on 'traditional' B class employment functions (i.e. those which occupy office, industrial or warehouse premises), providing a complementary offer to the opportunities presented by the town centre and other smaller employment locations such as the Three Bridges corridor.
- 1.10 Manor Royal (as defined in Figure 1) covers an area of 154ha of developed/developable land, with a significant element (28ha) now occupied by office-based uses, 120ha manufacturing and industrial, and a smaller but important proportion (6ha) of non-B class including retail, car dealerships and servicing, leisure and hotels.
- 1.11 This share of uses gives Manor Royal a distinctly different character to its initial form 60 years ago when there was a greater focus on heavy manufacturing and airport related operations. Moreover Manor Royal has become a significant attractor of labour, drawing commuters from across the South East and South London, creating a net in-flow of labour to the Borough each day.
- 1.12 Whilst Gatwick Airport is still a major reason behind the location of a number of companies into Manor Royal, its influence has decreased significantly over the last decade as flight destinations and operator requirements have altered. While a number of Manor Royal's companies directly service the airport operations its wider direct influence on non-airport servicing companies appears reduced, with a range of other motivations being given for occupying space at Manor Royal..
- 1.13 Key occupiers and operations within Manor Royal include:
  - Thales – who occupy a newly developed site which incorporates office and manufacturing activities;
  - Virgin Atlantic – who occupy a number of sites for their corporate headquarters, flight training, and freight services operations;
  - CGG Veritas – who undertake geo-physical analysis at their offices on Crompton Way;
  - Varian Medical Systems – who manufacture radiographic cancer diagnostic equipment;
  - Chemigraphic – who design and manufacture electrical components and circuit boards;
  - Elekta – who design and manufacture oncology equipment;
  - Vent-Axia – who have their UK headquarters within Manor Royal which combines sales, customer service and some manufacturing functions.





1.14 Manor Royal is also home to key small businesses across a range of sectors (including warehousing, logistics, manufacturing, flight servicing, graphic design) who occupy either their own premises or one of the small serviced office/workshops provided by (for example) Basepoint, The Beehive or the Serviced Office Group.

1.15 These businesses play a vital role within Manor Royal and the Crawley economy more generally as part of the supply chain to larger companies and also tying the economic benefits more closely to the local economy.

1.16 However, there has been a recent loss of leading businesses, with Unilever vacating their premises within the Crawley Business Quarter and GlaxoSmithKline announcing their plans to withdraw from Manor Royal by 2011.

### The Manor Royal Masterplan Suite Of Documents

1.17 To rejuvenate Manor Royal and create a business destination which can compete with the 'premier' business parks in the South East a range of interventions and investments will be required. These will be focussed on addressing weaknesses within the Manor Royal offer and developing a set of selling points which set the Manor Royal offer apart from other business parks.

1.18 Development and intervention needs to be guided or undertaken directly across a range of themes and will not be solely a planning and development management consideration. The Masterplan reflects this diversity of intervention; advice and recommendations are therefore divided across a suite of documents which are targeted at specific audiences or areas of activity.

1.19 The suite of documents are designed so that each can be read as a standalone report which captures and summarises the understanding and key recommendations for Manor Royal. Each in turn offers more depth and detailed analysis appropriate to their intended focus and use, with a suite of technical appendices providing the full evidence base.

1.20 The core Masterplan document (this report) provides the holistic overview of all the other documents within the suite, combining the spatial planning strategy, place making, business support, sustainability and management and delivery themes which are fundamental to improving Manor Royal as a business district. The coordinated approach presented within the Masterplan has been developed in consultation with businesses, their representatives and other stakeholders to provide strategic direction which:

- Focuses on key improvements required to improve functionality for occupiers;
- Identified the potential location and nature of development and employment growth opportunities;
- Coordinates intervention across stakeholders;
- Formalise the commitment of public and private partners and identifies their role in achieving change.

1.21 The suite of documents is structured as below:

#### Manor Royal Proposition

This document provides a concise summary of the main Masterplan and acts as a 'marketing' tool to promote the future vision, strengths and opportunities for Manor Royal.

#### Manor Royal Masterplan

This is the central document which will guide the future investment and development within Manor Royal, setting the vision and objectives for future growth.

It sets out a summary of the current offer and issues facing Manor Royal and identifies the approach and strategy to development in the future.

It establishes the pattern of future land uses, design and open space principles, required support infrastructure and amenities, and business engagement interventions.

Importantly the Masterplan sets out the delivery strategy and key interventions required to achieve change, identifying key partners to bring this change forward.

#### Greening Manor Royal

This document supports the overall Masterplan and provides detail on the interventions required to improve the environmental performance and sustainability credentials of the business district.

It also sets out the rationale for why Manor Royal should seek to enhance its green credentials as a business and investment driver.

#### Manor Royal Draft Supplementary Planning Document

The draft SPD provides the development management tool for Manor Royal, setting out the future land use and development control policies.

The draft SPD will enshrine the principles set out in the Masterplan in to Crawley's Local Development Framework and provide a clear direction for Manor Royal in policy terms.

#### Evidence Base

The development of the Masterplan has been underpinned by a range of evidence and analysis. These have been drawn together in to a series of technical appendices covering:

- Transport
- Area SWOT Analysis
- Alternative Development Option Testing
- Property Market Assessment
- Economic Analysis
- Stakeholder Consultation

# 2. Rationale For Intervention

- 2.1 Manor Royal is already a successful business location which provides a competitive location for a range of business sizes and types, however in recent years it has struggled to keep pace with the more recent 'generations' of business park in the Greater South East (such as Winnersh Triangle, Green Park, Crossways, Chiswick Park) in terms of developing its wider offer and, hence, attracting new businesses.
- 2.2 Whilst the offer at Manor Royal is weaker than its competitors most indicators suggest that it is not in serious decline in its own right, with values and occupier commitment remaining relatively constant. However the comparative weaknesses in the offer do make Manor Royal vulnerable in the future if investment and intervention is not made to upgrade its offer to business. The comparative weaknesses are explored below and summarised in the table at the end of this Chapter, a full SWOT analysis of Manor Royal's current offer is contained within the Technical Appendices.
- 2.3 This Masterplan is intended to close the gap between Manor Royal and its competitor locations, allowing it build on its strong foundations to provide the right conditions for growth of existing businesses and attract a range of new employers.

## Key messages

- Manor Royal is in a vulnerable position for the future, whilst performance has not significantly worsened it lacks some of the competitive advantages of other South East business parks.
- The ongoing success of Manor Royal is fundamental to the future performance of the Crawley, Gatwick Diamond and Regional economy. Its location, connectivity and diverse business mix provide significant potential for future success.
- However, internal weaknesses in the range of support amenities, fragmented ownership and low quality public realm coupled with external challenges of economic uncertainty and a weak sub-regional labour force mean future success is not guaranteed.
- Preventing Manor Royal slipping in to decline and enabling it to compete with the Region's leading business parks will require intervention from both the public and private sector. This should raise the standard of the environment and broaden the offer to encourage businesses and land owners to invest.
- Given the scale of Manor Royal change will not take place overnight. It will require a long term approach, delivering improvements and investments in phases which each contribute to creating a world class business destination.
- The level of change required to maintain competitiveness exceeds what the Private Sector could deliver, hence the need to intervene to catalyse change.

## How Is Manor Royal Performing?

- 2.4 Encouragingly there is limited evidence to suggest that Manor Royal is suffering from a significant decline above that which has been driven by wider economic circumstances since the mid-2000s. However data does suggest that it is currently underperforming compared to both its historic level and alternative strategic business locations in the South East and is suffering from a stagnation in performance which, if unaddressed could quickly turn in to a decline.

## Commercial property performance

- 2.5 Commercial property market trends are explored in detail within the technical appendices, however the headline analysis shows that achieved rents (as recorded by Egi, Focus and Promis) have remained stagnant since 2005 at a level which is generally below that of other leading business locations for both office and industrial premises. Vacancy rates (as measured by current empty premises against total commercial stock) are also relatively high at approximately 19% of total office floorspace and 12% of industrial space.
- 2.6 Inward investment trends have also remained stagnant, with very few companies new to the wider Crawley economy locating at Manor Royal in recent years. However this is endemic of a wider downturn in inward investment across this part of the South East as much as poor performance in Manor Royal specifically.
- 2.7 That being said whilst the performance of Manor Royal in terms of commercial values has stagnated in the past 5-10 years the comparative position has not significantly worsened. Indeed data tracked by Promis and others (contained within the technical appendices) shows that whilst office values have not increased as they have at Green Park, industrial values have not suffered a decline as they have at Winnersh Triangle and Crossways.
- 2.8 These value trends tend to reflect the quality of the stock on offer at Manor Royal and the alternative location choices for businesses. The office stock and offer does not compare well to Green Park, causing rents to stagnate rather than increase. Industrial premises in the main are in reasonably good condition and there is a lack of alternative provision within the sub-region, protecting values to some degree from wider economic shocks.

## Planning System Indicators

- 2.9 Planning application data suggests there is still a great deal of developer interest in Manor Royal, with analysis of Major Applications showing a number of sites with existing permission for redevelopment as offices. In total almost 90,000sqm of office space has been permitted since 2005; however it worth noting none has begun development, reinforcing wider indications of a lack of demand for office space within Manor Royal and the Crawley area more generally.

- 2.10 Informal planning enquiries and smaller scale planning applications show a variety of proposals and interests within Manor Royal, including non-traditional employment uses such as leisure and retail facilities alongside new B class employment proposals, largely for office (B1) or light industrial (B1c or B2) uses.
- 2.11 The planning data also highlights the level of investment being made by existing occupiers to maintain their property and operational capacity. The investments range from provision of more space (through extensions/mezzanines), new plant and equipment, and provision of staff facilities (such as restaurants). The applications demonstrate a commitment to Manor Royal by occupiers, suggesting it provides an environment which does work for businesses.

## Business Perspective

- 2.12 The majority of businesses consulted were generally content with their working environment; however there was recognition that the Manor Royal lacked key amenities and facilities found at other leading business locations.
- 2.13 Whilst these businesses stated they had "learned to live with" Manor Royal's current form by enhancing their own facilities to attract employees they recognised this placed a significant additional cost burden on the business which may not be the case if they located elsewhere.
- 2.14 Existing businesses also recognised the limitations the current offer placed on attracting new businesses to Manor Royal, the ability to accommodate greater levels of SME activity, and the potential for businesses to expand and grow within their own site.
- 2.15 Confidence in the future of Manor Royal was also affecting the performance of the area with occupiers and landowners unclear of the future direction of the business district and therefore less likely to invest in their site/premises. The diversification of activities within Manor Royal has created this uncertainty with occupiers unsure of the types of use which may be permitted on adjoining sites, which could have an adverse effect on their operations.

## How Could It Perform?

- 2.16 Despite currently experiencing a period of stagnation in terms of investment and attracting new businesses Manor Royal still has fundamental assets which should enable it to be considered alongside the most successful business locations within the South East and beyond.
- 2.17 The diversity of the existing businesses within Manor Royal give it a critical competitive advantage over smaller business locations which, if properly coordinated, can act as a significant attractor for other companies considering locating in Manor Royal. The area offers the potential for key elements of a companies supply chain to be located in the same place, enabling a closer relationship to be developed – this is a critical differentiator from what other 'premier' business parks can offer and provides a potential key competitive advantage for Manor Royal.



- 2.18 Whilst the mix of uses needs to be carefully managed the ability to source components, manufacture and ship products from within Manor Royal as well as source wider support services (such as legal/accountancy services) is a fundamental strength that should be built upon.
- 2.19 The location of Manor Royal and the connections it has to London and the wider South East region are seen as a significant benefit to businesses that are already located there and should be a key driver for future success.
- 2.20 The strategic access Manor Royal has via the trunk road network, rail connections via Southern and the Gatwick Express alongside international connections from Gatwick Airport make a compelling case for future development and success.
- 2.21 It has to be recognised that while the Airport is playing a decreased direct role in the motivation for businesses to be located at Manor Royal (as noted through our own consultation process) when compared to other factors such as wider transport connections, supply chain access etc (for those businesses who do not directly serve the Airport at least) it does create a number of indirect benefits for Manor Royal.
- 2.22 Without the presence of the Airport it is unlikely the area would benefit from such strong transport links, hotel and accommodation infrastructure and a number of the businesses which, although they no longer predominantly serve the Airport, originated from Airport-related activities. These all contribute to the attractiveness of the offer at Manor Royal for non-Airport related businesses – enabling them to access a greater range of services than may otherwise be provided in the sub-region.
- 2.23 The other key element for success is the availability of premises and sites within Manor Royal which are either ready for occupation or identified for future redevelopment. This offers important opportunities to significantly alter the offer of Manor Royal and provide new opportunities for businesses and new types of space within the area.
- 2.24 This combination of factors provides a solid basis for a range of economic sectors to grow and develop within the area, including office, industrial, warehouse and research and development activities. The strengths of Manor Royal should allow it to compete with the leading South East business parks in the future especially where its shortcomings can be addressed and its diverse business base can be built upon and strengthened.

### Key Challenges For Improving Manor Royal

- 2.25 To meet Manor Royal's potential and be considered alongside the South East's 'premier' business locations the recommendations of the Masterplan need to tackle a number of challenges which have, to this point, hindered progress, change and growth.



### Scale

- 2.26 In terms of physical area Manor Royal is virtually unprecedented as a business district in the South East, encompassing in excess of 150ha of developed or developable land. Within this lie a number of large opportunity sites, which in their own right are large enough to accommodate development of a scale equal to a number of standalone business parks.
- 2.27 To place this in perspective Chiswick Park (a leading business park in West London) accommodates 80,000sqm of office space in a structured and landscaped setting. The total footprint of the Chiswick Park development would fit within one of Manor Royal's opportunity sites. Furthermore the total floorspace at Chiswick Park is broadly equal to the scale of outstanding office permissions spread across existing vacant sites in Manor Royal.
- 2.28 Whilst this scale is clearly an opportunity in terms of accommodating new businesses and activities it presents a significant challenge in making improvements which will raise the standard of Manor Royal as a whole.
- 2.29 The land supply within Manor Royal is therefore significant, with at least 25ha of identified developable land available now or within the next 2 to 3 years, this is much greater than the immediate development opportunities in other existing business parks.



- 2.30 More fundamentally the North West Sussex Employment Land Review Stage 1 identifies a need for new office land provision of 3.8ha under the "Alternative Distribution" approach to the "Hybrid Growth Scenario" (GL Hearn, Regeneris, 2009) within Crawley alongside a net loss of industrial and warehousing land of 8.8ha. Whilst it doesn't currently assess the quality of sites and appropriate location of growth it is clear that the reappportionment of land within Manor Royal easily provides the capacity to absorb this level of growth.
- 2.31 The scale of opportunity also presents issues in terms of commercial viability and the potential to over-saturate the local market if all stock came forward in close succession. The commercial office market within Crawley and the sub-region is fragile with relatively low values reflecting low demand and take up rates, if the significant levels of development permitted were introduced to this market en masse as standalone developments (without wider investment and area uplift) they would further weaken values without necessarily attracting new occupiers.
- 2.32 The current development hiatus (demonstrated by a high volume of permissions but little site development) suggests the market is conscious of the limitations of the local/sub-regional office market and the effect this has on development viability. The lack of activity indicates that without an uplift in the wider office market which will most likely be driven by improvements to the perception of Crawley and the Gatwick Diamond as a business location, including physical improvements and skills upgrades.





### Fragmentation

- 2.33 Whilst Manor Royal in its entirety is large and accommodates a number of large sites there is no strategic ownership of the whole area or 'blocks' within each sub-area. The land ownership is much more fragmented with owners ranging from business owner-occupiers and smaller scale investors through to large institutional investors.
- 2.34 As a result of this landownership fragmentation Manor Royal has grown in a piecemeal fashion over the past 60 years with landowners developing their sites in an opportunistic manner as lease breaks arise or leases expire. This has led to a diverse mix of building types and uses within Manor Royal but without any real structure or direction in terms of accommodating complementary uses on adjoining sites. Therefore, for example, good quality office stock is now located overlooking industrial and retail trade counter uses, detracting from the offices marketability and also from the long term future of the neighbouring uses.
- 2.35 Opportunistic growth of this nature has also led to a large scale of unimplemented planning permissions which in isolation would not present an issue but, when taken as a whole, would see a significant additional office component (in excess of 80,000sqm) introduced, utilising key sites without necessarily contributing to a wider uplift of Manor Royal.

### Appearance

- 2.36 Whilst there are pockets of good quality public space, Manor Royal in general has a lower standard of public realm than many of its competitor business locations, this weakens the comparative offer and affects the investment decisions of businesses and land owners.
- 2.37 Importantly the disjointed public realm treatments fail to create a sense of place or identity across the whole of Manor Royal, or at least create a focussed set of 'zones' which support development and occupancy of particular uses. Crawley Business Quarter is the closest to achieving this sense of identity, but it fails to have any influence beyond the main through-road.
- 2.38 Existing occupiers (in particular large corporate office operations) reported that the appearance of Manor Royal does present issues for them in terms of the image portrayed to their clients and internal management from other locations. This is (anecdotally) underlined by some companies not bringing clients to their headquarters at Manor Royal but choosing to meet at 'satellite' locations.
- 2.39 A number of businesses have invested in the appearance of their own sites, incorporating planting and landscaping within their boundaries and extending maintenance arrangements to the public environs immediately around their site. However fragmentation of ownership and the opportunistic nature of redevelopment have meant improvements have been uncoordinated with no direct intervention beyond site boundaries to create a homogenous look and feel for Manor Royal.
- 2.40 Critically, without coordinated improvements to Manor Royal it is possible that existing occupiers will be attracted to other locations which better serve their business needs – especially in office-based sectors where the wider environmental context is much more important to maintain a professional corporate image.

### Offer & Amenities

- 2.41 The shift in the nature of employment at Manor Royal has also changed the requirements of businesses both in terms of space provision and the requirement for supporting infrastructure in the form of leisure, retail and open space amenities as employees seek more for their working environment.
- 2.42 The lack of this provision within Manor Royal affects the ability of companies to attract staff if they are not able to offer these facilities themselves, an issue which again will reduce Manor Royal's attractiveness to leading businesses in the long term.
- 2.43 What can be drawn from these issues is that the current 'plan' for Manor Royal (i.e. let the market decide how it evolves) is failing to deliver strategic level improvements which benefit the whole area, rather than individual sites. This is increasing the cost base for firms operating at Manor Royal as they have to provide a greater level of facilities for their staff. As the priorities and needs of businesses change over time and greater focus is placed on maximising the productivity of buildings there is potential for Manor Royal to lose occupiers to parks which have these facilities in place on an estate-wide basis.
- 2.44 There is a clear need for a strategic direction to be set for Manor Royal which sets out the range of uses and interventions which will be required to ensure Manor Royal maintains and indeed enhances its position as the key economic hub within the Gatwick Diamond sub-region and a central driver of the South East economy more widely.





## Infrastructure

- 2.45 Transport infrastructure and congestion are key issues for the growth of Crawley over the next 20-25 years and Manor Royal is not exempt from the existing and future pressures on the highway network.
- 2.46 Whilst the road infrastructure and strategic connectivity of Manor Royal is generally good with high quality direct dualled access to the M23 and an established internal road hierarchy which has evolved to service the key uses it does suffer from congestion at key access points at peak times. Key congestion points exist at the Manor Royal Way-Gatwick Road, Manor Royal Way-Newton Road and Manor Royal Way-Faraday Road junctions, with limited capacity at the Crawley Avenue-London Road, Crawley Avenue-Gatwick Road and London Road-Manor Royal Way junctions.
- 2.47 Future development, if not properly managed, could add to the congestion at these junctions especially where employment uses are intensified, such as replacing industrial sites with higher density office uses.
- 2.48 With very little traffic is considered 'strategic' (i.e. travelling through rather than to Manor Royal), 74% of existing vehicle movements undertaken in single occupancy cars and limited scope to provide new infrastructure given the established nature of land uses future improvements will rely on demand management and encouraging modal shift to alleviate future congestion.
- 2.49 High quality public transport provision exists within Manor Royal through Fastway, with further access promoted through regular Metrobus services. Generally walking and cycling trips are not common despite the short distances travelled by most Manor Royal workers. Generally pedestrian and cycle links are not of a high quality and lack integration with each other and public transport nodes, they are also not prioritised over vehicular routes and are poorly lit and feel unsafe.

## What This Means For The Masterplan

- 2.50 The Masterplan needs to consider the existing shortcomings of Manor Royal in light of the changing needs of businesses and investors and set a direction which enhances the offer in the future to maintain and enhance Manor Royal's competitive advantages.
- 2.51 It needs to set a direction and set of outcomes which are achievable and deliverable given the economic and land ownership context and constraints which influence the ability to deliver change at Manor Royal.
- 2.52 Whilst there is a firm foundation to build from and great potential for Manor Royal to rival the South East's 'premier' business parks given its location, accessibility, scale and existing occupiers the pace of delivery will be tempered by the fragmentation of land ownerships, comparatively low property values, limited resources for direct intervention by the public sector, subdued economic growth forecasts in the short term and issues facing the wider Crawley (and sub-regional) economy such as a low skilled workforce.
- 2.53 Whilst the potential exists for Manor Royal to rival the South East's leading business parks in the long term the limitations highlighted above and the sheer scale of the area mean a fundamental shift in perception and offer will not be achieved in 'one go'.
- 2.54 However, this change can be achieved over time through discrete direct public interventions which deliver key upgrades to the appearance and amenity provision of Manor Royal. This will complement private, site specific developments which will contribute to the commercial offer and will, ideally, also improve the look and feel of the area.

- 2.55 Therefore this Masterplan needs to direct and manage change over the long term, identifying actions in the short, medium and long run which deliver change on an incremental basis. The vision and strategic direction of the Masterplan will, however, ensure these incremental changes deliver a much wider uplift at Manor Royal which places it firmly in the top echelon of business locations.
- 2.56 To achieve this the Masterplan approach will need to make the most of Manor Royal's assets and capitalise on the wider strengths of the sub-regional economy to broaden the economic base and significantly raise the standard of the area as a Business District over the long term. It will also need to identify new uses and offers which will create further selling points to attract businesses to Manor Royal.
- 2.57 The development of the core offer will enable Manor Royal to develop an investment and business proposition which sets it apart from other business locations and engenders a more supportive environment for businesses to operate within. This will improve its competitiveness for attracting new businesses and also raise commercial values to encourage greater levels of private sector development activity.

## How Can This Be Delivered?

- 2.58 Having established the direction Manor Royal needs to take to make it competitive with other leading business locations in the Region there are a wide range of mechanisms which could be pursued to achieve this evolution.
- 2.59 Given the evidence base considered, national planning policy, the recommendations of the adopted Employment Land Review (Stage 1) alongside the constraints of Manor Royal as a location there are limited options in terms of the future nature of economic growth. Manor Royal's opportunity moving forward needs to be based in its existing strengths and offer rather than wiping the slate clean and starting again.





- 2.60 It is therefore important for delivery mechanisms to focus on how this offer can be developed and enhanced to accommodate more high value employment within office and value added manufacturing occupations and how the interventions which form the vision can be achieved.
- 2.61 We has assessed five reasonable alternatives across a spectrum of public and private sector levels of intervention and delivery, with the extremes of giving free rein to the private sector through to the public sector taking control of the site and acting as a developer in its own right.
- 2.62 Through the objective options testing process and the interpretation of consultation feedback it is clear that options one and five are not appropriate to consider as a recommended way of delivering change and improvement at Manor Royal.
- 2.63 Option one is a step back from the current position at Manor Royal, with the Council and others having to actually withdraw support and services at a time when the recognition of their requirement is just becoming acknowledged. Furthermore it would fundamentally undermine the commitment to a number of ongoing networks by occupiers and potentially end any future chance of joint working to achieve change.
- 2.64 Significantly businesses and owners are seeking strategic direction from the Council to drive Manor Royal forward, however this would not happen under option one and potentially create a downturn rather than upturn in the fortunes of the area.
- 2.65 Fundamentally allowing the market to lead on Manor Royal relatively unguided or constrained has led to an uncoordinated and opportunistic approach to development and use which, whilst attracting some good quality buildings and occupiers, has created a number of failings within the offer. By not intervening in Manor Royal at this point, with a number of key opportunity sites coming forward within the short-medium term, key issues are unlikely to be addressed and there will be a failure to maximise the potential they present to change the perception and offer of the business district.
- 2.66 Whilst option five offers the largest potential for comprehensive change at Manor Royal it does not provide the optimal solution for the Masterplan given the level of intervention and delivery that would be required by the public sector.
- 2.67 To a large degree Manor Royal functions well as a business location and whilst businesses do identify that improvements could and should be made, they are generally happy with its basic functionality. Therefore there is little rationale for this level of public sector interference and would be hard to justify the large scale compulsory purchase of privately owned sites or the level of public resources required to make it deliverable.
- 2.68 Furthermore consultation identified that whilst there is a role for the public sector, the private sector is likely to deliver once market conditions are more favourable and therefore public intervention should not be too prescriptive. Therefore an approach based more on partnership between the public and private sector is likely to achieve a similar level of outputs over the long term.
- 2.69 Having established two of the options are not really suited to the situation at Manor Royal consideration of the remaining three demonstrates that each have a number of elements which recommend them but, equally, all shown differing levels of limiting factors to their success.
- 2.70 Ultimately the recommended approach needs to strike a reasonable balance between the aspirations for the Crawley economy and Manor Royal more specifically that key stakeholders have and the resources and tools at the disposal of the public and private sector to achieve these. This needs also to bear reference to the wider context within which Manor Royal sits and the ability for these to change to assist development at Manor Royal.
- 2.71 Options two, three and four all have the potential to facilitate change, however it is apparent that out of the three option two would probably not facilitate the level or speed of change needed to create a shift in the perceptions of Manor Royal. It still has a significant reliance on piecemeal private sector led development without reference to an estate-wide strategy, suggesting that the existing ad hoc pattern of development will persist without making significant improvements to the wider area.
- 2.72 Option two would also be seen as a partial failure of the public sector to build on the existing consensus that "something needs to be done" by tackling some of the recognised weaknesses and actually directing and delivering change and demonstrating a commitment to Crawley's business community.
- 2.73 Neither options three or four offer a perfect balance between the achievement of strategic change and the use of limited resources, with option three not able to 'spread' benefits across the area and option four being overly prescriptive and requiring a level of investment which may not be achievable.



2.74 However, there are elements of options two, three and four which when brought together would enable significant change to be delivered over the medium to long term by harnessing the strategic direction provided by the public sector but maintaining enough flexibility for the private sector to be able to invest. It also creates some short run opportunities to maintain momentum, create change and build consensus on the future direction.

2.75 To achieve this the development of a multi-faceted Masterplan is the most appropriate tool, drawing together a land use planning strategy with a series of wider physical and support interventions.

2.76 The key elements to take forward through the recommended Masterplan approach are:

- The creation of key character zones which set predominant use types to set the strategic approach to future development by allow flexibility for the market to direct delivery;
- Better separation/relationship between different uses both within and between character zones;
- Investment in public space led by the public sector which supplements improvements at a site specific level;
- Identification of key opportunity sites in the short-medium term and work with owners to develop a proposal which benefits the whole of Manor Royal;
- Establishment of design and development principles for sites as they come forward which are appropriate to the use suggested;
- Public sector led intervention to deliver amenity uses, smaller business units and other non-commercial requirements;
- Public and business led promotion and branding initiatives;
- Development of a Manor Royal-wide transport strategy which is developed in partnership with businesses and site owners based on future strategic direction; and
- Establishment of short, medium and long term priorities for improving sustainability which work at an individual property/business and estate-wide level

2.77 A full analysis of the options testing can be found within the Technical Appendices document.

2.78 The use of Masterplans to deliver change and match private and public sector interventions to achieve improvements is well established in the UK, with a number of high profile examples already directing change in a number of business locations, including:

- Slough Trading Estate, Slough;
- Winnersh Triangle, Reading;
- White Cliffs Business Park, Dover;

- Chelmsford Business Park, Chelmsford;
- Gravelly Industrial Park, Birmingham;
- The Bridge, Dartford.

2.79 The table overleaf provides a summary comparison of Manor Royal to the leading comparative business locations across the greater South East, it provides a qualitative assessment of the key components which make a business district successful and provide a basis for future growth and development. Comparative scores are awarded to each category, with 1 representing restrictive conditions and 5 conditions which are most conducive to good performance.

2.80 From the table overleaf it is clear that Manor Royal has some significant comparative weaknesses, the most significant of these is the lack of a single land owner or coordinated management/planning regime across the range of ownerships which can direct the nature and location of growth, raise the standard of public realm, and develop a unified brand and messaging to promote Manor Royal to new investors. Beyond this the provision of amenities for employees, the incorporation of green space and sustainability technology, and a lack of direct support for businesses all constrain the potential for Manor Royal to grow and attract new occupiers in high value sectors. However, the diverse business base, strategic and local accessibility and steady (albeit weaker) values all act as a foundation from which growth can be achieved, this combined with the availability of premises or developable land provide opportunity to evolve Manor Royal into a premier business location.

2.81 Encouragingly the weaknesses which Manor Royal are not insurmountable given the strengths it already has, indeed targeted intervention can raise the standard of the offer within Manor Royal in a relatively short timescale through a series of capital and revenue investments which directly address some of the weakness. Indeed, some elements may not require much additional investment but a clearer focus on service delivery within Manor Royal. Improving the working environment, proposition and support for Manor Royal businesses and employees will increase values and provide an attractor for new business occupiers, this will not only stop the potential slide in Manor Royal's performance but enable it to significantly raise performance to become a truly regional economic driver.

## Summary

Manor Royal is at a crossroads. It has a number of key attributes which make it an excellent place to do business and provide key competitive advantages to encourage future inward investment. Conversely there are structural weaknesses which in the future will increasingly impair Manor Royal's ability to attract and retain businesses, especially where businesses increasingly seek more than a good quality building from their location.

The future path Manor Royal takes (i.e. one of growth and success or managed decline) depends on the decisions and investments made in the short term to raise the standard of its offer and demonstrate its intent to compete with other locations for occupiers.

Achieving a successful future for Manor Royal requires coordinated intervention across the private and public sector, with a strategic view and lead provided to ensure non site specific improvements are funded and delivered and contribute to achieving an agreed vision for the future.

With no single strategic land owner this strategic direction should be a priority for Crawley Borough Council given it alone has the ability to influence and act across the whole of the area. Without this strategic leadership Manor Royal will continue to develop in an opportunistic manner with no opportunity to increase values and encourage greater uptake of space.

Manor Royal is the key employment location and provider for Crawley and the Gatwick Diamond, as such it should not be allowed to slip in to decline. Property market and business performance suggests that this is a real possibility, which would undermine Crawley's future as a regionally significant centre.

Given the ambitious appetite for growth within Crawley at both a local and regional level Manor Royal can play a pivotal role in either catalysing or stalling wider economic uplift. It is for this reason it should be seen as an immediate and long-term priority and time, effort and resources invested to tackle its shortcomings and maximise its inherent strengths.



	Manor Royal	Green Park	Winnersh Triangle	Slough Trading Estate	Crossways	Chiswick Park
<b>Growth Plans in Place</b>	None 1	Established Masterplan 4	Established Masterplan 4	Established Masterplan and SPZ 5	Established Masterplan 4	Established Masterplan 90% complete 3
<b>Ownership &amp; Control</b>	Multiple 1	Single (PRUPIM) 5	Single (SEGRO) 5	Single (SEGRO) 5	Multiple, coordinated through management company 3	Single (Stanhope) 5
<b>Amenities</b>	Retail, Food takeaway, Hotel, Petrol Station 2	Café, Crèche, Health Club, Conferencing 3	Hotel, Restaurant 1	Retail, Post Office, Banks, Health Club, Café/restaurant, Petrol Station, Meeting Rooms, Business Centre 5	Supermarket, Pub/Restaurant, Crèche, Business Centre, Hotels, Health Club, Fishing Lakes, Exercise Trails 4	Restaurant/Bars, Health Club, Events Space 3
<b>Values (5 year performance)</b>	Stable, medium – low. 3	Increasing, high 5	Stable, medium-high 4	Stable, medium 3	Decreasing, medium – low 2	Increasing, high 5
<b>Sustainability &amp; Natural Environment</b>	Limited access to open space. 1	ISO 140001 accreditation, onsite generation, cycle hire scheme, lake-side location 5	Renewable energy/efficiency features in all buildings, incorporation of living landscape 3	Onsite renewable power generation, estate wide BREEAM Excellent commitment, coordinated recycling initiatives. 4	Limited to incorporation of open spaces into development 2	Energy efficient buildings and fittings, Sustainable Management Regime, Car Share, Occupier Education programme, Incorporation of Lake and Open Space. 4
<b>Accessibility</b>	Road, Fastway, Rail (via Fastway), Cycle Network 4	Bus, Road (link to Reading Station) 2	Bus, Road, potential for AirTrack 2	Direct Rail, Bus, Road 3	Fastrack, Direct Rail, Road (M25 direct link) 5	Bus, Tube, Rail, Road, Cycle 5
<b>Range of Activity</b>	Industrial, Office, Retail, Distribution 4	Office 3	Office, Industrial, Distribution 3	Office, Industrial, Distribution, Retail 4	Office, Industrial, Distribution, Port 3	Office 3
<b>Branding &amp; Profile</b>	Uncoordinated, no established brand and weak appearance 2	Clear proposition & promotion – strong brand and physical appearance 4	Mixed proposition and promotion – growing brand and improving physical appearance 3	Clear proposition and promotion – established brand and evolving physical appearance 3	Mixed proposition and promotion – established brand but uncoordinated physical appearance (but high quality) 2	Strong brand and identity – highly visible brand and strong physical appearance 5
<b>Business Support &amp; Coordination</b>	Small Business Centre 2	Business Support & Coordination, Small Business Centre 2	Occupier database, Shared meeting facilities 3	Dedicated Extranet with occupier/supplier databases, Handyman Service 4	Serviced Offices 1	Dedicated Extranet and online community, Site Directory, Training Events, Employee Evening Claseses, Employee Events 5
<b>Total</b>	<b>20</b>	<b>34</b>	<b>29</b>	<b>37</b>	<b>26</b>	<b>38</b>

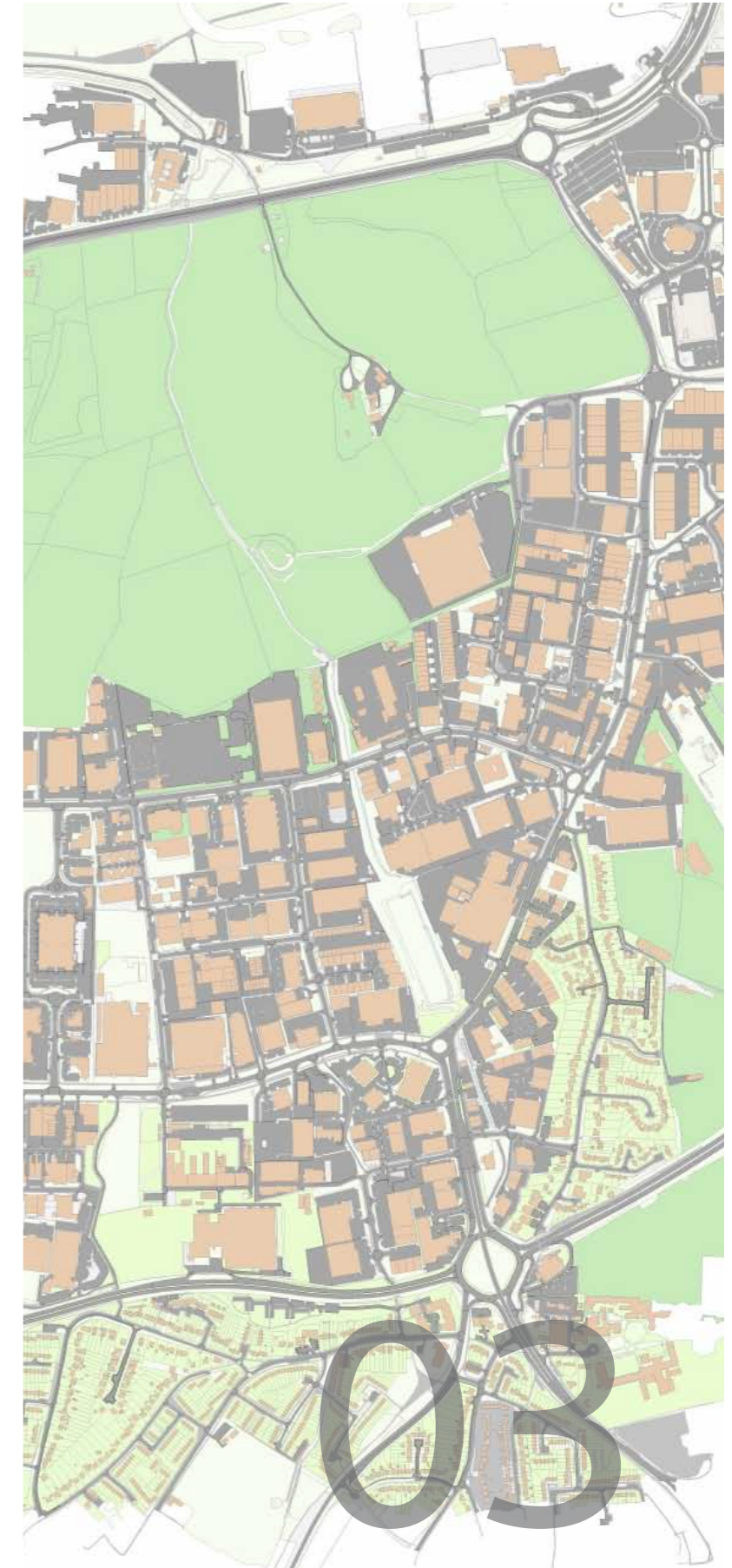


# 3. A Vision for Manor Royal

- 3.1 The future of Manor Royal lies in evolution not revolution of its offer, diversifying and enhancing the business offer without losing what already makes Manor Royal a good location for business.
- 3.2 The vision has been developed from the understanding of how Manor Royal functions, the potential it offers for future growth, and the key interventions required to develop its offer. The vision builds on a range of research undertaken as part of this Masterplan and other commissions to develop a strategic direction for Manor Royal which will establish it as a leading 21st century business district.

By 2026 Manor Royal will have evolved in to the South East's leading mixed-activity employment hub, providing modern business accommodation, a range of supporting amenities and achieving environmental excellence to drive the growth of Crawley and the Gatwick Diamond economy.

- 3.3 The vision for Manor Royal sets an ambitious direction for the business district in the future. It will see the key issues and limitations of the existing offer addressed and allow Manor Royal to increase its competitiveness in relation to other business parks in the Region and beyond, competing much more on the national stage for new investment.
- 3.4 It builds on the fundamental strengths of Manor Royal to accommodate a range of business activities and enable occupiers to locate close to their supply chains as a key selling point. It also allows for the offer to develop to provide a range of other amenities and environmental upgrades which address the comparative weaknesses and improve its regional and national competitiveness.
- 3.5 Ultimately the vision coordinates a number of key improvements to create an offer which raises the value profile of Manor Royal and encourages greater levels of investment from the private sector. It creates confidence and certainty for the future direction of Manor Royal for both landowners and businesses and makes a compelling case as a business destination
- 3.6 The aspirational direction is underpinned by a series of pragmatic steps that build upon the existing strengths that Manor Royal has and delivers an area wide-uplift over time via discrete improvements and investments which each contribute to a wider strategy.
- 3.7 Successfully delivering Manor Royal in line with this vision will achieve an environment which attracts new businesses and innovative activity to the sub-region. It will provide a key driver for knowledge focussed employment within the Gatwick Diamond and achieving higher value economic activity to improve sub regional productivity.
- 3.8 Development and investment within the wider sub region will assist the economic progress at Manor Royal by delivering a higher skilled workforce, good quality housing stock, improved connectivity, and complementary business locations.
- 3.9 Considering the comparative strengths and weaknesses identified in Chapter Two a lack of strategic direction and intervention is harming Manor Royal's competitiveness – especially in providing a high quality environment and supporting amenities for businesses and employees to act as a base to attract new occupiers. It is these areas where the Vision and Masterplan can make the most difference by setting a clear land use and physical intervention strategy and coordinating and delivering wider business support activities.
- 3.10 Improving the environmental and sustainability performance of Manor Royal is key to achieving both Crawley Borough Council's aims for increasing Borough-wide performance and providing a key promotional tool for the estate to attract new business occupiers. However intervention in this area needs to be proportional to the range of activity at Manor Royal and seek to minimise the impact of Manor Royal on the environment but recognise that it will still remain a key industrial location which relies on vehicle movements.





# 4. Objectives Of Intervention At Manor Royal

4.1 Sitting beneath the vision for Manor Royal are a set of strategic objectives which will underpin its delivery and set the broad thematic areas of intervention to raise the standard of Manor Royal to enable it to compete for business and investment in the future.

By 2026 Manor Royal will have evolved in to the South East's leading mixed-activity employment hub, providing modern business accommodation, a range of supporting amenities and achieving environmental excellence to drive the growth of Crawley and the Gatwick Diamond economy.

This vision will be achieved by:

- Building on the unique business and physical attributes afforded by its location and history;
- Delivering a modern and attractive setting for leading businesses;
- Providing an environment which supports and encourages business growth;
- Working with the market to provide an appropriate range of property;
- Achieving an active and desirable working environment;
- Encouraging more sustainable business performance and practice; and
- Engaging occupiers in setting and managing the future direction for Manor Royal.

And ultimately deliver a high performing business district that:

- Safeguards the mix of uses which make up Manor Royal's character;
- Enables Crawley and the Gatwick Diamond to achieve its economic objectives; and
- Is driven by a robust policy framework which creates certainty for investors and occupiers.

## Building On The Unique Business & Physical Attributes Afforded By Its Location & History

4.2 The baseline research and consultation demonstrates that there are a number of strengths to the existing Manor Royal offer which attract and retain a range of businesses within the area. These need to be at the heart of the future development of Manor Royal and form the foundation of the future offer rather than be lost in the pursuit of new economic growth.

4.3 By enhancing the role these physical and business strengths play and their visibility within the Manor Royal offer a stronger message can be portrayed to potential businesses to encourage their investment in Manor Royal.

4.4 This promotional approach can also provide a stronger economic lead for the sub-region, highlighting the leading businesses located within the Gatwick Diamond and the benefits and opportunities Manor Royal presents in expanding this business base.

4.5 In terms of sector focus Manor Royal has key strengths in the accommodation of corporate office functions and value added manufacturing and product development, investments in Manor Royal have largely focussed in these sectors either through new companies locating to the area or existing companies investing in their existing premises or expanding into new facilities. Manor Royal has the capacity to accommodate further growth in these sectors.

4.6 Fundamental to the growth in these sectors is the wider offer of Manor Royal and the range of support businesses it offers, from specialist precision engineering through storage and logistics to printers and stationery supplies. This internal supply chain is a key selling point of Manor Royal and should be nurtured and developed over time to support and facilitate growth in other sectors.

4.7 The location and links from which Manor Royal benefits should be fundamental to its future with growth focussed on making the most of the natural assets (such as Crawlers Brook and Magpie Wood) to provide a more pleasant environment, enhancing visibility from the strategic road network, and making appropriate provision for airport-related uses to have good access to airport.

## Delivering A Modern & Attractive Setting For Leading Businesses

4.8 It is evident that the public environment across Manor Royal has not kept pace with that of other leading business destinations. Whilst Manor Royal Way and the Crawley Business Quarter benefit from landscaping treatments the majority of the area still maintains a more traditional industrial estate feel.

4.9 The types of business currently underpinning the employment offer at Manor Royal and those which will drive its growth have different needs to those which traditionally occupied it. These businesses are likely to be much more 'client facing' and therefore place greater value on the appearance of their buildings and surroundings to create a professional impression. It is telling that key businesses such as Thales, CGG Veritas and Varian all invest significant time and resources in keeping not only their sites but the immediate surroundings looking presentable.

4.10 Furthermore development needs to be better organised to create broad character areas which suit the predominant use within them. This will reduce the potential effect of bad neighbour or incompatible uses being located on adjacent sites, creating a more suitable environment and a level of certainty to encourage development and investment.

## Providing An Environment Which Supports & Encourages Business Growth

4.11 The future of Crawley's economy cannot solely rely on inward investment to deliver its goals and must provide the appropriate premises and support to help existing and start up businesses to develop and grow. Encouraging indigenous business growth will also help to tie economic success more closely to Crawley residents and retain a larger share of income within the local economy.

4.12 For Manor Royal this is especially important in terms of the type and cost of the accommodation it provides. Currently evidence suggests there is a lack of space for small and start up businesses within Manor Royal as a result of market focus on larger premises, many of which are now vacant. Conversely smaller accommodation and serviced units are in much higher occupation, albeit with some considered to be expensive for many micro and start up businesses.

4.13 Furthermore there is a lack of 'move on' space for businesses which are still relatively small but are established and need larger premises than a serviced business centre can offer. There is a dramatic leap from the smaller space which is available at Manor Royal to the bigger units, which constrains business growth or encourages companies to look elsewhere for accommodation as they develop.

4.14 Beyond the provision of business space the evolution of Manor Royal needs to provide shared facilities such as meeting space/conference facilities and good quality restaurant facilities for businesses which are not large enough to accommodate these within their own premises. These are important to allow businesses to meet and entertain clients at Manor Royal at a lower cost than providing facilities themselves.

4.15 Increased small business and shared space provision needs to be delivered as part of a comprehensive support offer at Manor Royal which provides small businesses with training and mentoring to help them adapt to challenges brought about by the development of Crawley's economy, new legislation and the physical regeneration of Manor Royal.

4.16 Many of the leading business parks offer support for many administration functions and other training through an intranet, signposting public sector support services or providing a platform for cross-selling within the park. Manor Royal should adopt a similar approach to providing links between businesses and signposting support opportunities and services.

4.17 Smaller companies are vital to the functioning of Manor Royal and some will become the big employers of the future. Providing and coordinating the structures to encourage start ups and growth within Manor Royal will help to maintain and even enhance the diversity of offer and lay the foundations for more sustainable long term growth.



## Working With The Market To Provide An Appropriate Range Of Property

- 4.18 The majority of the property offer within Manor Royal consists of large floorplate office buildings or medium-large industrial units. Key development proposals identified through existing planning permissions will exacerbate this trend with in excess of 80,000sqm of office space currently permitted, all of which offers large open plan spaces.
- 4.19 Whilst there is a market for this type of space in the long term there appears to be a failure to provide a range of spaces which will attract a wider range of potential occupiers. For example a key trend for major employers within Manor Royal is for more flexible hybrid premises which allow both office and clean manufacturing operations to be undertaken on the same site.
- 4.20 By balancing this market-led supply of offices with a policy drive to encourage more flexible spaces Manor Royal can meet the needs of a wider range of businesses and increase its appeal to occupiers.
- 4.21 Appropriate planning mechanisms and tools need to be deployed within Manor Royal to encourage sites and uses to come forward which provide a range of premises and fit within the broader character area approach outlined in this Masterplan.
- 4.22 Ultimately delivery of office space needs to be in line with PPS4, which advises a sequential approach to site identification based on 'town centre first' principles. However, PPS4 also argues for the retention and reuse of existing employment sites to provide choice and flexibility within the economy and to ensure allocations are viable and deliverable.
- 4.23 Ongoing delivery of office at Manor Royal is not in conflict with the principles of PPS4 given the market interest in developing offices in this location (given past development rates and outstanding planning permissions) and the nature of development likely in this location.
- 4.24 The nature of office development at Manor Royal will provide a complementary offer to what is already provided within the town centre, offering choice within the local market for businesses which would not wish to occupy a town centre location.

## Achieving An Active And Desirable Working Environment

- 4.25 The nature of businesses occupying Manor Royal has changed considerably over the past 60 years, changing the characteristics and needs of the people they employ. In general employees seek much more from their working environment than just a place to work, especially where businesses are located in out of centre locations and access to amenities is more challenged.
- 4.26 The amenity offer at Manor Royal is currently limited with little or no convenience retail, café, leisure or open space provision for employees to use during or outside of their working day. Many of the larger businesses have seen this as a barrier to recruitment and have had to provide a range of facilities in-house to meet their employee's needs, this is not an option for smaller businesses and therefore presents a barrier to their success or ongoing commitment to Manor Royal.



- 4.27 This situation is unsustainable in the long run, with big firms increasingly conscious of cost and the lack of facilities providing a disincentive for new firms to locate at Manor Royal due to the cost of provision or recruitment implications.
- 4.28 Therefore the growth of Manor Royal, if it is to provide a better environment for businesses and employees, needs to incorporate a wider range of uses and amenities which support the core economic function of the area.
- 4.29 Fundamentally these should include greater informal leisure opportunities and a more pleasant environment for pedestrians, limited convenience retail development, the introduction of places to eat and the potential for more formal leisure provision.

## Encouraging More Sustainable Business Performance & Practice

- 4.30 Businesses are being driven to improve the sustainability of their operations from a number of directions, including legislation, the need to reduce costs, and client demands. Whilst the majority of responsibility and intervention needs to be undertaken at an individual business level there are opportunities for Manor Royal to develop area-wide mechanisms which will help businesses.
- 4.31 The encouragement of sustainable building design, estate-wide energy initiatives and 'soft' support in terms of green business training at Manor Royal will assist businesses in meeting their sustainability targets potentially reducing their costs and, therefore, giving Manor Royal a 'marketing' advantage over competing locations.





4.32 Future development and environmental performance of Manor Royal should seek to be well designed and sustainable and provide an exemplar for delivering carbon neutrality within Crawley. The ability to accommodate sustainable energy centres and encourage sustainable building design within Manor Royal alongside the opportunity to capitalise on links to the Airport as a large scale energy user/waste producer will enable Manor Royal to lead the way in helping Crawley achieve the target of becoming a carbon neutral town.

### Engaging Occupiers In Setting & Managing The Future Direction For Manor Royal

- 4.33 The Vision has been developed via consultation with businesses and key stakeholders to address their needs and concerns for the future performance of Manor Royal. It has made the most of the strong business community and network links which exist within the Manor Royal occupiers and recognises the important role these will play in delivering the Vision.
- 4.34 Crucially the vision should not be a wholly owned and imposed approach from any one party, indeed it should build on the consensual approach used to develop the Masterplan to strengthen relationships within Manor Royal and develop a more active business community.
- 4.35 This should seek to engage all occupiers of Manor Royal and provide a mechanism for steering future intervention and investment to address business needs. In the long term a stronger business community should take ownership of the vision and lead on its implementation.
- 4.36 Despite a diminishing relationship between the Airport and Manor Royal businesses (GHK report only 17% of businesses are "Heavily Reliant" on the Airport) the Airport is likely to be a key partner in the future. Its business decisions will have an important influence on future occupiers for Manor Royal, either attracting more Airport related activities as service provision grows or reducing further its influence should greater budget airline uses be encouraged. Also the Airport could be a key player in the provision of an onsite energy centre, potentially providing raw material inputs (such as waste) and being a large potential customer.

4.37 The Council and its partners can play a key role in facilitating these relationships, providing strategic direction and support but enabling the private sector to influence delivery through collaborative working.

### Key Issues For The Masterplan

- 4.38 Fundamentally the focus of the Masterplan needs to be on addressing the following key weaknesses:
- The range of offer to make it attractive to staff and businesses;
  - The commercial property offer in terms of range of size and type;
  - The lack of a coordinated high quality environment (including planting, public realm, road surfaces etc);
  - The unstructured mix of uses and occupiers;
  - Peak time congestion caused by high levels of in-commuting;
  - An identifiable image and sense of place;
  - A weak knowledge base; and
  - A reducing role of Gatwick Airport as a key local business driver.
- 4.39 Clearly the last two of these are more strategic issues which are beyond the control or influence of this Masterplan, however they provide important context for changes that can happen as they could restrain the level of achievement of ambitions.
- 4.40 However, the success of Manor Royal will contribute significantly to attracting higher skilled employees to the area and encouraging the local population to enter higher and further education if an attractive working environment can be create and leading knowledge-based companies attracted to the area.
- 4.41 Enhancements to the quality of offer within Manor Royal and the support available to businesses will help to soften the impacts of any further weakening of the links between Manor Royal and the Airport. A higher quality offer will also attract new occupiers to broaden the employment base and potentially create new clients for affected businesses.

4.42 Similarly the improvements recommended for Manor Royal will enable it to maximise the benefits of any future change in strategy at the Airport with Airport-related businesses ultimately requiring the same level of amenity and functionality in its business location (and occupying similar premises) as non-Airport related businesses.







# 5. Planning Policy & Regeneration Framework

- 5.1 The wider economic performance of the South East and the country will play a major role in influencing the future growth and development of Manor Royal, however these macro-economic factors will not be the sole determinant on the future form and functioning of the area.
- 5.2 Equally important to setting the future direction will be the planning and economic policy environment, the focus and success of other regeneration projects in the sub-region, and (in part) the future development of Gatwick Airport.

## Planning Policy

- 5.3 The rationale and justification for the revitalisation of Manor Royal is encapsulated in a range of planning policy from national planning guidance, through regional policy to local LDF documents.

## National Policy

- 5.4 Planning Policy Statement 4: Planning for Sustainable Economic Growth sets the national planning position in relation to future economic growth and the future drivers of the economy. PPS4 covers all forms of economic development from traditional B class employment to retail and even housing related development.
- 5.5 PPS4 provides direction on the identification and delivery of employment space within local economies and the spatial and sectoral priorities for development. Of particular relevance to the growth of Manor Royal are the following policies:
  - EC1 and the need for evidenced based planning for future employment land allocation;
  - EC2 in terms of supporting existing and new economic sectors through the efficient use of employment land to meet their needs;
  - EC8 in seeking to reduce car dependency for employment locations and (where possible) seeking to minimise car parking provision;
  - EC10 by enshrining high quality design, accessibility and sustainability measures into development control tools; and
  - EC11 by demonstrating how the delivery of the Manor Royal Masterplan objectives meets the wider aspirations of the LDF.
- 5.6 Ultimately development at Manor Royal needs to comply with the policies of PPS4, especially where B1 office, retail and hotel uses are concerned. PPS4 is clear that the development of 'in centre' uses (which includes B1 office) should be encouraged within town centres where this is viable. However, it also recognises the need to protect and refresh existing employment sites to secure a range of locations and provide choice for future economic development.

- 5.7 The development of offices at Manor Royal does not contravene the approach set out in PPS4 given that Manor Royal is an existing employment location rather than a new 'greenfield' development. Therefore sequentially Manor Royal would still be seen as a preferential site for offices, especially where future development will intensify and reuse existing employment sites and provide greater locational choice and flexibility.
- 5.8 Importantly PPS4 incorporates PPG5 as best practice guidance for encouraging development through the creation of Simplified Planning Zones (SPZs). The naming of an SPZ is intended to be a key tool for local authorities to encourage or secure certain types of development in certain areas. SPZs streamline the planning permission system and create certainty for developers by effectively granting blanket planning consent for schemes which meet pre-identified criteria.
- 5.9 Importantly SPZs do not restrict land use to one particular type and enable developers and landowners to bring forward alternative proposals which do not accord to the SPZ schedule. However, these are subject to the usual planning permission and decision making process with the onus on developers to justify the deviation from SPZ policy.
- 5.10 SPZs can be a key method for local authorities to influence development where they have little or no direct influence through land ownership or property values are low and would not actively promote redevelopment of existing or redundant sites.
- 5.11 The Masterplan is also steered by and developed in line with the recommendations of Planning Policy Statement 12 – Local Spatial Planning. The Masterplan is especially guided by the requirement in PPS12 to assess and demonstrate deliverability in achieving a sound basis for policy recommendations, this has included:
  - The role of Manor Royal as a strategic employment site and therefore the ongoing protection of land allocations;
  - The alignment of delivery of new development and infrastructure provision required to appropriately service it;
  - Engagement with businesses and stakeholders to ensure their views are represented and proposals meet their aims and aspirations for the area;
  - Development and use of robust sources of evidence (both primary sources and secondary research) to underpin recommendations;
  - The investigation of a set of 'reasonable alternative' scenarios for growth;
  - A clear delivery plan which identifies relevant partners, funding and delivery mechanisms;



- Built in flexibility to allow the accommodation of new forms of economic activity as the economy of the South East grows;
- An appropriate level of detail to guide future investment and planning decisions without overly restricting the ability of the market to drive growth;

## Regional Policy

5.12 The Regional Spatial Strategy (South East Plan) was adopted in May 2009 and sets the priorities and spatial distribution of growth in the South East to 2026. The policies of particular relevance to the regeneration of Manor Royal are:

- SP1 - which identifies the Gatwick sub-region as a key focus for growth and regeneration;
- CC1 – which sets the requirement for all developments to address the issues of sustainability and climate change;
- CC7 – which sets out the requirement for development proposals to align with infrastructure capacity and investment to ensure deliverability;
- RE1 – identifies the need for local planning policy to provide flexibility to react positively to changes in the economy
- RE3 – requires local authorities to make sufficient employment land provision which maximises the use of under-utilised sites and buildings;
- RE5 – sets out the principles for Smart Growth in the region, identifying the potential to increase productivity and efficiency of businesses in the South East and reduce their requirements for land and resources;
- RE6 – recognises the requirement to promote the potential of the Gatwick international business hub and address the transport and skills constraints which place a brake on growth;
- BE1 – identifies the potential benefits of developing SPD's to embed the principles of development into the planning process;
- GAT1 – recognises the central role played by Crawley-Gatwick in driving the sub-regional economy and the potential to achieve sustainable economic growth; and
- GAT2 – sets the aspirations for economic growth through the provision of appropriate employment land and a range of high quality sites which encourage business start ups and inward investment.

5.13 The South East Regional Economic Strategy sets the vision for the South East Economy to be a world class region achieving sustainable prosperity. Specifically it seeks to raise productivity levels (average annual GVA) per capita and per worker, and reduce the rate of increase in the regions ecological footprint – a policy it terms “Smart Growth”.

5.14 To achieve Smart Growth the RES identifies a range of transformational actions to drive growth and business formation, many of these direct the way Manor Royal should grow and develop:

- 100% next generation broadband coverage.
- Development of science and innovation campuses.
- Skills and labour market training.
- Raising of economic activity by increasing the choice of employment.

- Establishing regional infrastructure fund: to harness new sources of funding for Diamonds for Investment and Growth.
- Global leadership in environmental technologies.
- Education-led regeneration.

5.15 The RES identifies the Gatwick Diamond area as a Diamond for Growth and Investment with the potential to stimulate growth and prosperity in the wider area. The RES recognises the need for investment within the Diamond in skills provision to assist global knowledge businesses.

## Sub-Regional Policy

5.16 The Gatwick Diamond Initiative commissioned a Futures Plan for the sub region set the strategic direction for the sub-regional economy and identifies the existing weaknesses which may hinder future growth and success.

5.17 The Futures Plan identifies a series of interventions to address these weaknesses and will drive the economy to maximise its strategic advantages and reduce its relative economic underperformance to similarly structured sub-regions. These recommendations are structured under the themes of Inspire, Connect and Grow.

5.18 Most relevant to the future of Manor Royal are the priorities identified under the Grow workstream which include the development of:

- Smart Centres – supporting regenerated town centres by diversifying their offer, increasing live/work opportunities and delivering rail infrastructure focussed redevelopment
- Smart Business Infrastructure – Improve the ability of existing business centres to accommodate knowledge intensive activities and investigate potential to establish a strategic business and innovation district incorporating a science park, incubator facilities, conference centre and hotel provision.
- Smart Environment – Raising design standards through innovative architecture and improving access to the countryside.
- Smart Infrastructure – Co-ordinating investment and delivery of public transport services and promoting walkable neighbourhoods.

5.19 Following the completion of the Future Plan GVA Grimley produced (on behalf of the sub-regions Local Authorities) an LDF Study which sought to evaluate the relative role of key centres within the Gatwick Diamond in achieving the aims of the Futures Plan.

5.20 The Study recommended two levels of geographical interventions, the first being the primary economic driver of a strategic business hub to provide a step change in the local economy, and the second a series of more discrete interventions within existing centres.

5.21 The Study recognised the key economic driver to be the Crawley-Gatwick hub and the requirement to focus growth in this area to build upon market interest with the wider sub-region providing a range of other key elements to maintain the diversity of the local economic offer.

## Local Policy

5.22 The Adopted Crawley Borough Council Core Strategy (2007) provides the main policy basis for the development of the Manor Royal Masterplan. The recommendations of the Masterplan amplify the Core Strategy Spatial Vision and relevant Core Strategy policies:

- H3 – by minimising the change of use of employment land to residential uses;
- ICS1 – by providing community and leisure services in an accessible location;
- EN3 – by incorporating green corridors and spaces within new development, making the most of Manor Royal's green assets;
- EN4 – by encouraging landscape design to be at the heart of new development;
- EN5 – by encouraging the incorporation of high design standards which enhance the urban fabric of Manor Royal;
- CS1 – by bringing forward developments which provide passive surveillance and design out crime;
- CS2 – by bringing forward development on vacant or under-utilised sites, reducing the opportunities for anti-social behaviour;
- T1 – by integrating sustainable transport routes into new developments and reducing congestion at key junctions through the concentration of development where capacity exists;
- E1 – by ensuring an ongoing supply of high quality business land and accommodation to support Crawley's role as a strategic employment location;
- E2 – by providing confidence in the future direction for Manor Royal which allows intensification of uses, re-use of employment land, appropriate space for SMEs and large businesses, and support the wider objectives for labour force development;
- E3 – by demonstrating which sites and areas in Manor Royal are fundamental to its ongoing success as an economic driver and which uses are therefore most appropriate, and identifying fringe areas where wider uses could be considered;
- E4 – by placing provision for SMEs and start ups at the heart of the future growth and development of Manor Royal;
- MC1 – by identifying the strategic direction for Manor Royal over the Plan Period and providing detail on how the offer can be regenerated and enhanced through the broadening of facilities, encouragement of new businesses and the improvement of sustainability credentials;

5.23 As part of the ongoing Core Strategy Review process Crawley Borough Council have produced a range of Topic Papers which also have a bearing on the future direction of Manor Royal. The Topic Papers provide an indication of the future direction of planning policy within the revised Core Strategy, of particular relevance are:

- Topic Paper 2 – Climate Change identifies the issues facing the Borough in reducing its carbon footprint and identifies environmental improvement as a key element of Manor Royal's future;
- Topic Paper 3 – Design identifies the issues of enhancing design standards and how the character of areas can be improved through new development;

- Topic Paper 6 – Employment recognises the challenges facing the Crawley economy and the opportunities that need to be maximised to achieve growth, driven by the improvement and intensification of Manor Royal as the area's key employment hub; and

- Topic Paper 9 – Gatwick Airport recognises the importance of the Airport as a driver of the local economy and the issues surrounding its future development including the potential expansion requirements, use of existing office stock and relevance of restrictive usage policies.

5.24 The Review of the Core Strategy has also included the commissioning of a new Employment Land Review, updating and developing the previous report for Crawley, Horsham and Mid Sussex. Part 1 of the new ELR provides the following recommendations for Crawley:

- To continue to provide a supply of Grade A office stock;
- To protect and enhance industrial land at Manor Royal;
- To identify key sites for B class employment growth within Manor Royal;
- To identify appropriate locations for B1 office development, including the town centre, Three Bridges and Hazelwick Avenue; and
- To consider the appropriateness of the development of new Strategic Business Hub.

5.25 Part 1 of the ELR only provides broad recommendations for employment land provision based on high level scenario testing, whilst this provides some limited guidance on the potential requirement for employment land in Crawley it does not consider in detail the supply pipeline and therefore it is not appropriate to apply this within the Masterplan. Further testing of employment land allocations are expected in Part 2 of the ELR, alongside in depth assessment of the quality of existing employment sites and their appropriateness for future uses.

5.26 Crawley Borough Council and its partners are currently reviewing the Economic Strategy. The existing Strategy recognises the need for Manor Royal to change to better serve the needs of a modern economy and for strategic diversification to move away from reliance on the Airport. To some degree over the life of the Strategy this has been achieved.

5.27 The Economic Strategy set nine key strategic aims for the Borough's economy, which Manor Royal has a fundamental role in delivering the following:

- Supporting Gatwick Airport as an economic driver;
- Creating a more diverse economy;
- Developing Crawley as a regional centre;
- Developing economic and social vitality; and
- Promoting the image of Crawley.

5.28 To understand the potential of Manor Royal a baseline analysis was produced by Regeneris/BDP which provided a thorough economic baseline of the area alongside an investigation of how it could be improved in the future. The key themes for intervention were:

- Developing a social 'heart' for Manor Royal;
- Enhancing environmental performance and business stock;
- Developing a Manor Royal 'brand';

- Improving public transport connectivity;
- Encouraging high quality design and landscaping; and
- Enhancing business engagement.

5.29 These themes formed the key elements of the Masterplan brief.

## Conclusion

5.30 The existing policy framework provides significant guidance and impetus for the development of the Masterplan and the future growth of Manor Royal. The Masterplan seeks to amplify and develop these principles in order to move the policy base forward rather than simply repeat existing policy.

## Regeneration Drivers

5.31 The growth and regeneration of Manor Royal will not occur within a vacuum, indeed the success and delivery of other major regeneration projects within Crawley will have a significant influence on the nature of demand at Manor Royal. Whilst it is important that Manor Royal maintains and develops its own identity it will also need to respond to the opportunities wider growth presents.





## Gatwick Airport

- 5.32 The historic link between the Airport and Manor Royal has weakened in recent years with both a reduction in direct servicing relationship and as a result of changing destinations accessible from Gatwick.
- 5.33 However, the Airport is still vital to many of Manor Royal's companies and also as a driver of infrastructure provision and perceptions of the connectivity and profile of the wider area. Whilst businesses are increasingly utilising low cost air travel, and therefore benefiting from services from Gatwick Airport, consultation suggested that the destinations for flights do not always meet their needs.
- 5.34 The future business model of Gatwick Airport is unclear with new owners Global Infrastructure Partners yet to set out a definitive strategy for the long term future operational capacity of the Airport. What is clear is that the new owners will want to enhance the functionality of the Airport to maximise the return on their significant investment. From the outside there appear to be three options for the future:
- Business as usual – continuing the established leisure traveller focus and destinations;
  - Broadening of Single Runway destinations – which fully utilises existing capacity to increase the choice of destinations from Gatwick, with the potential to reinvigorate long haul flights; and
  - Development of a Second Runway – as a long term opportunity the second runway cannot be discounted, increasing capacity and enabling a wider range of potential destinations and services.
- 5.35 Recent statements from G.I.P indicate that there are not currently pursuing the option of a second runway as it does not fit with Government policy and at present does not represent a commercially viable option. However, given the ending of the 'no development' agreement in 2019 this position may be reviewed during the lifetime of the Masterplan and therefore its impact needs to be considered.
- 5.36 Each business model option is likely to have a different bearing on the future of Manor Royal and the land and premises requirements from uses associated with the Airport and other businesses attracted to the area because of it.
- 5.37 Business as usual is likely to have little positive effect on the current pattern of employment at Manor Royal, with little or no change in the servicing requirements or demand for other supporting uses such as hotels or cargo handling operations.
- 5.38 Indeed the potential growth of 'no frills' carriers may see a further decrease in flight servicing operations, especially for flight caterers. In this case the future for Manor Royal may lie in managing the decline of these sectors and ensuring Manor Royal is well positioned to attract new users to the area through high quality development and public realm.
- 5.39 The two other 'growth' scenarios are likely to see increased demand from Airport related activities; this potential would be greatest should a second runway be developed.

- 5.40 Under both 'growth scenarios' increased flight movements and the potential for longer haul operations (instead of short haul flights) will introduce new flight operators to Gatwick who are likely to require increased levels of servicing. Long haul also offers the potential for increased 'bellyhold' cargo, increasing the need for logistics operation, and also increases potential requirements for hotel accommodation close to the Airport.
- 5.41 There is also potential to accommodate increased 'administrative' functions related to new carriers, although this office based employment is also likely to be a key target audience for the Airport itself where significant office provision also exists.
- 5.42 The introduction of more attractive destinations for businesses is also likely to increase the attractiveness of Manor Royal as a location from which businesses can access their global operations or clients. This will drive up demand for commercial property and corporate offices.
- 5.43 A key challenge to attracting these occupiers will be the increasing interest from the Airport in removing the current restrictions on activity within its own boundary, with a range of temporary permissions already granted for non-Airport functions to locate in premises within the Airport area.
- 5.44 It is clear that a range of responses could be required at Manor Royal to cope with the potential positive changes at the Airport, however given the uncertainty surrounding the future the precise position is difficult to predict. What is clear is that any businesses that are attracted because of the Airport are likely to use similar premises to non-Airport uses and have similar requirements in terms of servicing and amenities.
- 5.45 Therefore, rather than focusing solely on the Airport as a driver for growth it is important for Manor Royal to get its own offer right, which in turn will enable it to accommodate growth related to the Airport, or manage decline in demand, as necessary.
- 5.46 Then, whatever the eventual Airport business model, Manor Royal will have established an independent offer which builds from its own existing strengths rather than relies on the Airport to drive its fortunes. Any subsequent increased demand from the Airport will then be beneficial to securing Manor Royal's future but it will not be reliant upon it.
- 5.47 Whilst Airport driven demand will occupy office and industrial premises much like any other business, the affect of any changes to the business plan are likely to change the proportions of each premises type required. Therefore the creation of attractive industrial and office locations will be key within a framework which enables the private sector to be flexible and respond to future demand drivers.

## Strategic Employment Locations

- 5.48 The potential to deliver a step change in the Gatwick Diamond economy through the development of new strategic employment locations has been identified within a range of regional and sub-regional studies. The concept has also been embraced by the private sector with a range of alternative development proposals being developed for sites around Crawley.

- 5.49 The potential location for strategic employment provision will be identified by the employment land review, determining the local and sub-regional need for such a development. This will be assessed in line with the PPS4 sequential approach and recommendations of the South East Plan.
- 5.50 The Strategic Employment Location proposals are focussed on delivering a new campus-style business park which focuses on attracting high value innovative research and development activities. The Strategic Employment Location concept is seen as a response to the sub-regional desire to see increased knowledge sector employment within the Gatwick Diamond to help drive educational attainment and link to proposals for Higher Education provision within the sub-region.
- 5.51 Whilst individual proposals differ in terms of precise uses and locations each have a vision to create a high quality business environment which is supported by a range of infrastructure (including hotels, conferencing and health facilities) to attract large scale inward investment to the area.
- 5.52 The scale of the proposals put forward potentially make their delivery within existing employment locations such as Manor Royal unviable given the low property values and high costs associated with assembling fragmented land ownerships and redeveloping (and remediating) former industrial land.
- 5.53 Furthermore wholesale redevelopment of Manor Royal of this nature (if viability wasn't a constraint) would not necessarily be desirable given the number of uses it would inevitably displace. Currently one of Manor Royal's strengths is the diversity of its business mix and its central role in serving and driving the sub-regional economy across industrial, warehouse and office sectors. Redevelopment would see a number of valuable companies potentially lost to Crawley and the wider economy.
- 5.54 Whilst a development of this nature is unlikely to be accommodated within Manor Royal given the cost and complexities of achieving this scale of re-use it would have the potential to provide a complementary role to Manor Royal. This could even drive up demand for accommodation by growing the overall economy and increasing business opportunities for existing and new manufacturing, office and industrial businesses. These would not be accommodated within the Strategic Employment Location development but would require good quality accommodation relatively close by.
- 5.55 However, there is potential conflict between the proposals and Manor Royal should the intention and activity at the Strategic Employment Location become diluted and begin to accommodate corporate office operations or less innovative manufacturing companies. In this sense it would begin to compete with Manor Royal for occupiers and could begin to attract businesses away from the area.
- 5.56 It is therefore important for Manor Royal to continue to develop its offer to increase its attractiveness to businesses, both through the quality of design and public realm and the amenities it provides.

## North East Sector

- 5.57 Proposals for the North East Sector are currently subject to a public inquiry with the Secretary of State due to announce a formal decision by 30th April 2010, an interim statement has suggested the Secretary of State is minded to allow the development to come forward.

- 5.58 The North East Sector will see a mixed use development to the east of Manor Royal on land bordered by the rail line and M23, the development would see the delivery of 1,900 home, 5,000sqm of commercial floorspace and 2,500sqm of retail space. The commercial floorspace would be focused to the West of the development, acting as a buffer between the main residential area and the rail line.
- 5.59 The North East Sector provides opportunities for expanding Manor Royal's labour force, providing a new pool of labour within short commuting distance. Given the largely residential focus the North East Sector may also provide increased potential for improving the residential offer around Tinsley Lane within the Manor Royal fringe. This provides the opportunity to rearrange land uses and incorporate land to the east of Tinsley Lane for future development and shift the focus and emphasis of this area away from poor quality employment provision.
- 5.60 The development of commercial space in the North East Sector could potentially create competition for Manor Royal, however accommodation is likely to be at a smaller scale and therefore could be orientated to provide a complementary 'small business' offer and help provide small to medium space as a 'move on' from the managed workspace/SME space provided within Manor Royal.

### Crawley Town Centre

- 5.61 Crawley is identified as a centre for significant change within the South East Plan, with its regeneration underpinned by the redevelopment of Town Centre North, a primarily retail led scheme being promoted by Grosvenor. Whilst the scheme seeks to reprovide civic office functions wider office development is not a significant part of the proposals.
- 5.62 Current town centre policy and strategy does not appear to prioritise the development of the office sector within Crawley, despite it forming a core town centre use within PPS4 and there being significant stock already within the centre and its immediate surroundings.
- 5.63 Much like the rest of the sub-region the office market within the town centre is fragile, with a large proportion of the existing stock currently vacant, particular clusters exist around Crawley station and the A2220, and along High Street/London Road. Vacant office stock includes new, recently refurbished and secondary provision, suggesting there is little demand for any stock at this point in time, a view supported by local and national property agents.
- 5.64 Whilst the proposed town centre developments will not directly deliver new offices they will provide a significant uplift in the perception of Crawley town centre and the amenities it offers. In the long term this may increase activity within the office market, however this has limited likelihood with the town centre in its current format.
- 5.65 The relationship between Manor Royal and the town centre should not be viewed as an 'either-or' choice for office and other PPS4 'town centre uses'. The nature and scale of developments possible at Manor Royal are likely to be inappropriate and out of character for town centre locations.
- 5.66 Instead, they should be viewed as complementary and able to provide a range of premises and choice for occupiers and investors, in line with the principles of PPS4. This will provide maximum flexibility for the local economy and provide accommodation for businesses who would want a town centre location and those which require out of centre space and the wider facilities (car parking etc) this provides.

### Conclusion

- 5.67 The future of the regeneration projects which may have an influence on Manor Royal is far from certain, therefore they cannot be relied upon to drive growth and change at Manor Royal.
- 5.68 This uncertainty increases the need for Manor Royal to develop its own set of priorities and long term direction, built upon the strengths and advantages of its own offer in terms of business base, strategic location and development potential, rather than rely upon other developments to secure its future.
- 5.69 Therefore the Masterplan establishes a framework which creates the confidence in Manor Royal's identity to allow it to grow in its own right but provides the flexibility needed to complement and accommodate new forms of growth driven by other inputs in to the economy which fit with and enhance the overall strategic direction.
- 5.70 The Masterplan also needs to ensure development is complementary to the town centre and meets the demands of PPS4 in terms of providing flexibility and choice within the local economy. Fundamentally the delivery of 'town centre' uses at Manor Royal meets the principles of PPS4 given the established nature of Manor Royal as an employment location. However, the future direction should seek to accommodate development which would be inappropriate for the town centre in terms of scale and provision of parking to ensure it does not adversely affect future viability of the town centre.

### Summary

Policy and strategy at all levels of government actively support or encourage the ongoing maintenance and enhancement of Manor Royal as a business district, identifying its potential to diversify its offer and improve the quality and density of employment.

Strategically the importance of Manor Royal to the sub-regional economy is recognised, with a recognition that, despite historic links, the uncertain future direction of Gatwick Airport cannot be relied upon solely as a driver for future success.

Indeed, a continuation of the current business model for Gatwick Airport would see the direct economic link weaken further, causing a reduction in business for a number of Manor Royal companies. This increases the need to improve Manor Royal in its own right to enable the further diversification of its employment base, reducing the risk of linking the future to the Airport and also making Manor Royal a more viable location to invest.

Should the Airport pursue a more diverse 'pro growth' business model, this would have potential to increase demand for space at Manor Royal, however improvements in Manor Royal's offer would still be required to attract companies to the area rather than alternative locations, such as on the Airport itself. Therefore a 'bigger' Airport would not reduce the need to improve and invest in Manor Royal.

Other regeneration and development proposals have the potential to complement and benefit the performance of Manor Royal, however their delivery and focus needs to be carefully managed to ensure they do not provide significant direct competition in the short to medium term while Manor Royal is regenerating its own offer.

In this context it is vital that the strategic direction for Manor Royal is clarified to enable it to develop in a way which maximises the benefits of any changes to the Airport business model and complements development in other employment locations.

Setting a clearer planning framework will drive this direction, establishing the preferred uses within Manor Royal in light of competition and opportunities presented by the policy framework and other regeneration developments.





THE INFORMATI



# DRIVERS FOR CHANGE

- A** AREAS OF CATALITIC CHANGE
- B/C** POLICY DRIVEN TOWARDS ENCOURAGING HIGH VALUE BUSINESS ACTIVITY
- D** POLICY DRIVEN TOWARDS ENCOURAGING INDUSTRIAL CHARACTER
- 'HEART'** OF SITE USE INTERFACE
- POTENTIAL IMPROVEMENTS TO GREEN LINK STRUCTURE





# 6. Masterplan Approach

- 6.1 As identified within the research for this Masterplan and the underlying evidence base from other sources, two of the key barriers to Manor Royal's success are the organisation of land uses and the lack of impact made at the key gateway sites by the current built stock and environment. Addressing these form the key basis for the physical approach to the development of this Masterplan.
- 6.2 Considering the way Manor Royal is used and accessed there are three key gateways where improvements should be made to drive growth in the key sectors and uses. These are the junctions at:
- Fleming Way-London Road
  - Manor Royal Way-Gatwick Road
  - Fleming Way-Gatwick Road
- 6.3 The influence of these gateways on the wider character of Manor Royal should not be underestimated and the future strategy strongly focuses on securing exemplar development on these sites to provide points of arrival and set a benchmark for wider development.
- 6.4 The development of the Thales facility on the Manor Royal Way-London Road junction sets a precedent for the future change at other gateways, with a strong position taken by the Council to ensure the site treatment and arrangement of the buildings made the maximum impact for the benefit of Manor Royal. There is recognition by a number of occupiers and landowners that the Thales development sets a benchmark for future development in that part of Manor Royal.
- 6.5 Each of the remaining gateways can provide a similar function in terms of announcing arrival at Manor Royal, however each has a different character, role and opportunity and therefore different potential.
- 6.6 The Gateway Areas incorporate the locations immediately around the junctions and along key routes which radiate out from these points where there is an immediate relationship between the junction and the impression the surrounding sites create at these points. The planning approach to the two key Gateway Areas (A1 and A2) can be found in Chapter 9, with broader analysis of the role and influence found within Chapter 8.

## Fleming Way-London Road (A1)

- 6.7 This junction provides an entrance not only to Manor Royal but also to the urban area of Crawley from the north and therefore it has a vital role in setting the tone not only for Manor Royal but Crawley more widely.
- 6.8 There is already an emerging cluster of tall buildings in the area (most notably Astral Towers) which can be enhanced to create a landmark location as a statement of Manor Royal and Crawley's economic change. Given the vacant sites and premises in this area there is potential to introduce this change relatively quickly.

- 6.9 The area of influence for this gateway tends to stretch south and east in to the core of Manor Royal and, when combined with the Thales development, sets a strong design principle for the western side of Manor Royal (location B in Figure 2).

## Gatwick Road-Manor Royal Way (A2)

- 6.10 Whilst the first point of 'contact' with Manor Royal when approaching from the motorway network is actually the major junction on Crawley Avenue, it is not integral to Manor Royal and does not feel a central part of the area.
- 6.11 The 'second' roundabout at Gatwick Road-Manor Royal Way is the first with clear visibility to the wider Manor Royal area for all entrants and a density of surrounding uses on all sides. It already has some good quality buildings to the north east at Pegasus Place, however the impact of these are reduced by lower quality surrounding uses (location C on Figure 2).
- 6.12 This gateway also offers the opportunity to establish open and green space within Manor Royal and set informal social amenities at the heart of the future development of this area through the opening up of Crawters Brook and an orientation of buildings towards this space.
- 6.13 The major influence of this gateway is north west, with the potential to shape and guide the nature of development along Gatwick Road/Crawters Brook and also through towards Crawley Business Quarter.
- 6.14 The intersection between the two areas of influence provide an ideal location for the development of a Manor Royal 'hub' (the purple shaded area in the "Drivers for Change" diagram overleaf) to serve existing and new businesses and provide a focal point at the heart of the area.

## Fleming Way-Gatwick Road (A3)

- 6.15 Whilst not providing a key gateway from outside Manor Royal the intersection at Fleming Way-Gatwick Road is an important landmark in terms of navigating the business district and also marks a clear division between the type and nature of businesses and property.
- 6.16 The uses fronting the junction are mixed however there is a distinct delineation between 'cleaner' manufacturing and office units to the south and valuable industrial and warehousing to the north (area D in Figure 2).
- 6.17 There are some successful buildings around the junction, however these are somewhat lost against the scale of lower quality buildings and the wider setting and fail to create a strong impression on approaching the junction.
- 6.18 This gateway has a slightly stronger influence to the north and therefore needs to protect and enhance the mixed industrial character, however it also needs to influence south and provide a better interface between the industrial and office uses.



## Achieving Change Within These Gateways

- 6.19 Delivery within all three Gateway Areas is complicated by the scale of infrastructure in place, fragmented ownership and the cost of clearing and redeveloping the sites given a number of sites have existing users or structures already.
- 6.20 However this is more acute at Manor Royal Way – Gatwick Road and London Road – Fleming Way given their importance in establishing an excellent ‘first impression’ on arrival at Manor Royal. Therefore development which comes forward in these areas needs to be coordinated to provide ‘exemplary’ spaces, layouts and buildings which include a range of design features that set the tone and principles for the wider area.
- 6.21 With no strategic land ownership in these areas and limited resources which preclude compulsory purchase and direct delivery of key sites the Council and its partners will need to encourage development of a certain nature through the planning system in an efficient manner.
- 6.22 The tools available to the Council are limited. Those that can be deployed need to increase certainty in the nature of development expected and therefore reduce the cost associated with risks in achieving planning permission. This will make high quality development more viable and encourage owners and developers to bring forward more ambitious schemes.
- 6.23 From a public sector perspective there are two key mechanisms for reducing planning risk to encourage development, either implementing Local Development Orders or Simplified Planning Zones.
- 6.24 A Local Development Order (established through the 2004 Town Planning Act) can be set at any spatial level but is primarily focussed at extending permitted development rights and therefore more suitable for reducing the burden of planning cases focussed on small scale applications. Whilst practical applications of LDOs are limited, present research and best practice for business areas suggest these work best where there is single land ownership and focus is required to enable greater flexibility in shifting the use of existing premises and land within the Use Class Order.
- 6.25 The need to tie LDOs to an adopted LDF fundamentally the LDO process on its own is still relatively limited in its scope, with guidance suggesting an LDO will require wider support from an adopted Design Guide/Code or potentially SPD/Masterplan which provides much greater detail and context. The formal adoption of an LDO also requires sign off by the Secretary of State, delaying the time for adoption.
- 6.26 Simplified Planning Zones were introduced through PPG5 and have been supported through PPS4 as a tool for promoting change and regeneration on a single site or a collection of sites for an identified use or set of uses. In essence an SPZ grants a planning permission within its defined area for a 10 year period for any proposal which meets the criteria set out within the SPZ schedule. The SPZ schedule can set specific criteria which developments must conform to, including design, sustainability, transport and expected developer contributions.

- 6.27 SPZs have a much broader focus and can cover any type of development, from small scale building renovation to large site redevelopment and reuse. As such it provides a much stronger marketing tool for business areas, providing confidence in the future nature of the area and the type of uses within it. Importantly an SPZ is not exclusive, any proposals which fall outside of the SPZ schedule can still be considered through the usual planning process.
- 6.28 Given the scope for change within Manor Royal, the fragmented ownership and the likely nature and scale of development proposals an LDO is an inappropriate tool given the limited nature of its focus and the level of control the Crawley Borough Council would relinquish in terms of managing the uses within Manor Royal. Pursuing an SPZ would provide permission for an identified set of uses across sites in multiple ownership but still maintain a level of control within the Council over approved land uses.
- 6.29 One other procedural difference between an LDO and SPZ is the timeframe over which they are committed. An LDO can be revoked by the Council at any time whilst an SPZ is set for ten years and can only be revoked following consultation. Whilst this may seem a relatively minor technical detail it can significantly affect the ability of to use a planning tool as a promotional tool to demonstrate the level of commitment to the future of Manor Royal and the business community. Developing this confidence, certainty and clarity of vision will be vital to attract developers to the area.
- 6.30 In considering the two options for promoting development within the Manor Royal context pursuing an SPZ will be the most appropriate policy tool.

## Internal Connectivity

- 6.31 There is a clearly established route hierarchy within Manor Royal for vehicular access, which essentially forms a grid between the four key strategic roads (Manor Royal Way, Fleming Way, London Road and Gatwick Road). The internal roads are of a much reduced scale and have narrower verges and footpaths, some connecting roads currently lack any division between traffic and pedestrian/cycle movement.
- 6.32 This key route grid (routes marked F on Figure 2) provide the essential links between each part of Manor Royal and are therefore vital for drawing the influence of the key gateway drivers further in to the core of the area.
- 6.33 In line with improvements at the key gateways these routes need to be improved in terms of their quality and appearance to begin to improve the quality of the environment across Manor Royal, rather than just at the highlighted nodes.
- 6.34 Improving the appearance of Manor Royal by developing a high quality public realm will assist in raising the value proposition for landowners and developers, improving the environment and shifting the perception of Manor Royal away from being a traditional mid-twentieth century industrial estate.





ASTRAL

ASTRAL  
TOWERS





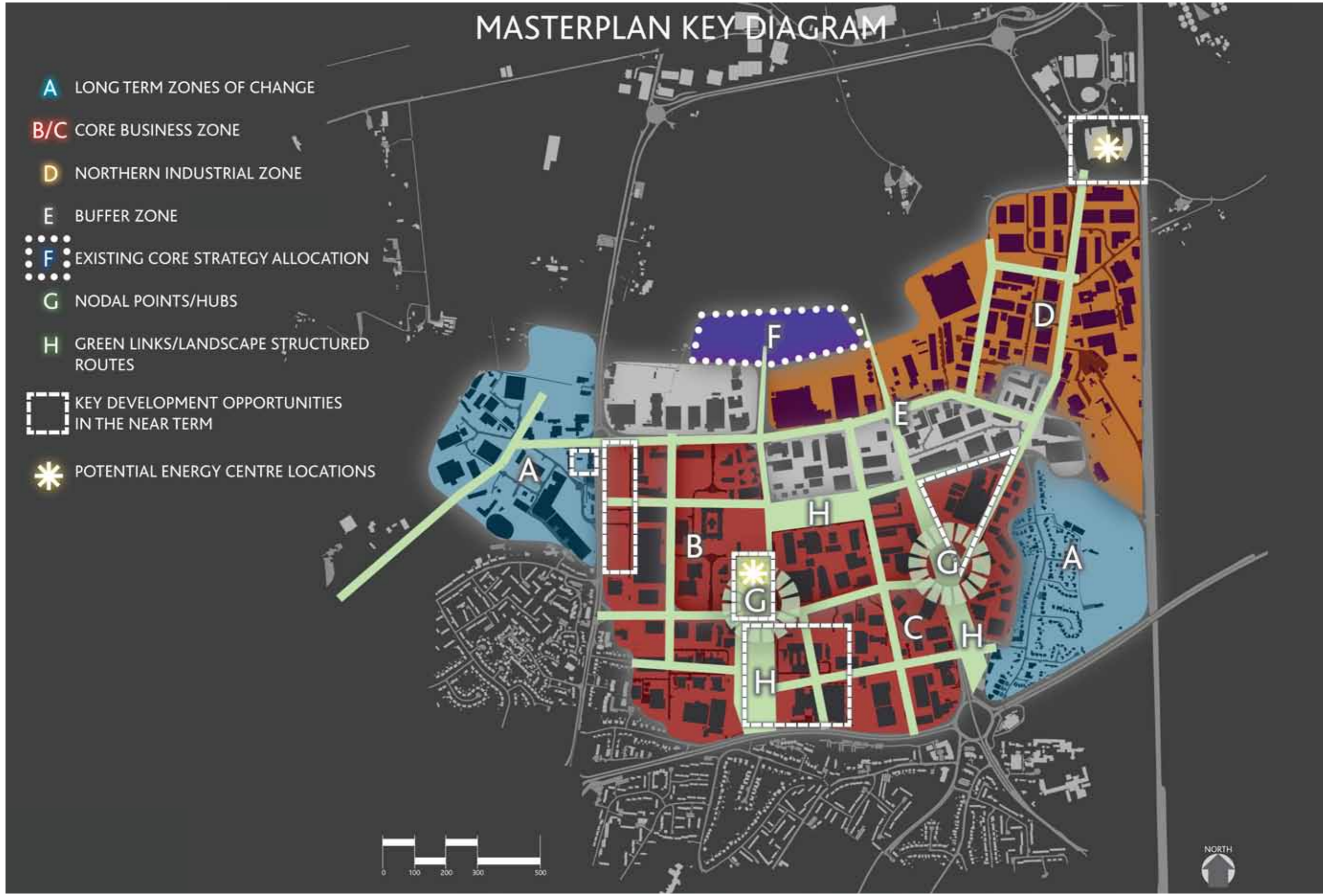
# 7. Setting the Spatial Vision

- 7.1 The key gateways and the areas of influence they create need to work sensitively with both existing uses and market interest to establish over-arching character areas which guide future development.
- 7.2 Whilst it is important that these zones do not preclude the market from influencing the future of Manor Royal it is equally important that development and the introduction of new uses support and enhance the predominant character in order to create greater certainty.
- 7.3 The establishment of the character areas in the above plan will create a degree of planning certainty for businesses and landowners which is vital for securing investment in sites and the attraction of new occupiers.
- 7.4 The character areas build upon the predominant characteristics of each sub-area of Manor Royal and the existing strategic infrastructure to begin to group uses together, reducing the potential for conflicts between land uses. These lend themselves to the creation of four broad character areas.
- 7.5 The largest area is the Core Business Zone which primarily focuses on accommodating high quality office and clean manufacturing uses, building upon the significant activity which already exists in these sectors. This area will also accommodate a range of supporting infrastructure and uses which will enhance Manor Royal's functioning as a business district – these should include a new Manor Royal hub, enhanced retail facilities, leisure provision and meeting/conference/hotel accommodation.
- 7.6 The second key area is the Northern Industrial Zone which offers the opportunity to enhance the existing industrial offer of Manor Royal and develop a high quality industrial/logistics location. This would not only protect the existing industrial and warehouse operations but also provide a high quality environment to accommodate new activities which will be important to both the Crawley economy and Gatwick Airport.
- 7.7 Given the range of economic drivers which will potentially influence the demand for space at Manor Royal in the future and the different nature of activities this may entail it is important a degree of flexibility is maintained. The Buffer Zone between the core business and industrial areas plays a less important role in establishing the character of Manor Royal and offers the opportunity to allow future development to be more market led.
- 7.8 Finally the Manor Royal hinterlands at County Oak and the South Eastern fringe provide a greater opportunity as potential Long Term Zones of Change. They have a much weaker relationship with the core economic function of Manor Royal, with lower quality space and a greater range of activity. The two peripheral areas also have a much more direct relationship to surrounding residential areas, offering potential in the long term to introduce greater levels of housing and other 'non-employment' uses in to the wider Manor Royal mix.
- 7.9 Whilst there is a great deal of developable land within the existing boundary of Manor Royal future changes to the uses may require some additional space to be allocated, especially if residential uses are introduced in fringe areas displacing existing employment uses. Existing allocations to the north of properties on Fleming Way (and south of the strategic gap) offer the flexibility to facilitate change and expansion within Manor Royal over the Plan Period.
- 7.10 As an 'out of centre' location future development needs to be in line with the sequential approach to identifying appropriate sites for core town centre uses and conforming to the principles of PPS4. For Manor Royal and Crawley more widely this is especially relevant for the consideration of 'non employment' uses within Manor Royal in the future and where retail uses specifically may be introduced.
- 7.11 The introduction of these uses should be closely monitored, with the development subject to appropriate impact testing at application stage to ensure any retail uses would not have an adverse impact on the town centre.
- 7.12 That being said, in general the Masterplan does not advocate the development of retail space within Manor Royal beyond that which serves the working population of the business district so should not draw significant trade away from the town centre.
- 7.13 The introduction of a network of enhanced 'green links' (either through the development of new routes or improvement of existing ones) will provide a clear break between uses, providing screening to allow the accommodation of a range of uses and avoiding conflict between different activities.
- 7.14 The creation of character areas and enhanced links will also reduce the conflict between vehicles and pedestrians and cyclists by reducing the number of large vehicle movements within areas of dense employment and creating clearer delineation between access routes for each type of user. This separation will encourage greater levels of non-car based travel within the area.
- 7.15 The 'greening' of routes and opening up of some of Manor Royal's natural resources will also serve to improve the appearance and appeal of Manor Royal, but will be developed to ensure it is appropriate to the character of each area, enhancing the functioning of the businesses. This also has the long term potential to establish new green areas, such as an east-west green corridor linking the Crawley Business Quarter to the Faraday Road area.



# MASTERPLAN KEY DIAGRAM

- A** LONG TERM ZONES OF CHANGE
- B/C** CORE BUSINESS ZONE
- D** NORTHERN INDUSTRIAL ZONE
- E** BUFFER ZONE
- F** EXISTING CORE STRATEGY ALLOCATION
- G** NODAL POINTS/HUBS
- H** GREEN LINKS/LANDSCAPE STRUCTURED ROUTES
-  KEY DEVELOPMENT OPPORTUNITIES IN THE NEAR TERM
-  POTENTIAL ENERGY CENTRE LOCATIONS





# 8. Character Zone Enhancement



## Land Use

- 8.6 The core zone will be the focus for employment growth and intensification with the major land use consisting of B1 office and B1c light industry units, with the opportunity for the development of hybrid facilities which combine the two uses.
- 8.7 It is important that sites and premises which come forward in the future provide flexibility to businesses to enable them to expand, contract or adapt their operations to suit their markets. This has to combine the delivery of a range of premises by type and size and also flexibility within the sites and buildings themselves.
- 8.8 Development of B1 uses within the Core Zone will complement and reinforce the existing nature of this part of Manor Royal and enable the diversification of the employment base and secure a choice of sites in the future.
- 8.9 In this regard the proposals are fully compliant with the approach set out in PPS4 in terms of delivering new economic growth within existing centres and provide sites which reflect the different location requirements of businesses.
- 8.10 While not forming part of the 'first tier' within the sequential approach process to site identification Manor Royal demonstrates an excellent fit with the PPS4 criteria for selecting sites in edge-of-centre or out-of-centre locations. Given the availability and relative viability of sites within Manor Royal and suitability of these to accommodate office uses they provide an appropriate alternative to town centre sites which do not appear to be readily available and have shown very little market interest. Furthermore Manor Royal is well connected in transport terms both to the town centre (via private and public transport) and the wider sub-region/region.
- 8.11 Other employment uses permitted within the core zone need to be sympathetic to the overall character of the area either in terms of the nature of their operation or their ability to occupy high quality premises.
- 8.12 Again these need to satisfy the sequential approach and their development needs to be carefully considered with impact on other centres assessed in proportion to the scale of development. However, their wider role in supporting the core employment uses within this zone by providing required amenities and creating a modern business environment make Manor Royal an appropriate location for limited development of other uses.

## Core Business Character Zone (Red, B & C)

- 8.1 The central core of Manor Royal will evolve its offer to focus more on creating an environment to encourage office and value added manufacturing uses. This will build on the strengths of recent developments and investments and the good quality design principles of the Crawley Business Quarter.
- 8.2 The core uses within this area demand a high quality environment and occupy buildings which have the potential to set good design standards both for office and manufacturing operations. Therefore in design and layout terms these uses can be mixed within the central area without significant detrimental effects on the overall attractiveness to either use.
- 8.3 However it is desirable to have some degree of separation or clustering based on the nature of activity which begins to separate office and light industrial uses in order to avoid conflicts which could be created by large vehicle movements and the 24 hour operation of some of the facilities.
- 8.4 Based on the desire to reinforce existing loose clusters of use it is most appropriate to focus manufacturing businesses to the south of Manor Royal Way and north of Thales and office activities within the centre of Manor Royal around the Crawley Business Quarter.
- 8.5 This will serve to reduce any conflict with frequent HGV movements by focusing uses which require these close to the strategic roads, reducing the need to access smaller internal roads and improving the pedestrian



## Key Occupiers

- Virgin Atlantic
- Thales
- Varian Medical Systems
- CGG Veritas
- Siemens
- Boeing Flight and Training
- Premier Inn

## Key Locations

8.13 Within the Core Business Zone there are key areas from which to build and develop the central offer and are important for establishing the character and quality of the Core Zone and providing future development opportunities:

- Crawley Business Quarter – this area sets (with Thales) the tone for what can be achieved at Manor Royal, however it is vital that the vacant buildings secure good quality tenants and vacant sites are brought forward for high quality development to continue to establish a critical mass of office activity.
- Manor Royal Way – Faraday Road – this area has a prominent frontage on two key routes yet is dominated by poor quality and vacant buildings (LSG Skychefs, CGG Veritas, BOC Edwards). Improvements to the appearance of Manor Royal in this area will rely on improving the quality of development around this junction.
- Crompton Way – this area currently provides a range of spaces and uses but is likely to undergo significant change as CCG Veritas pursue redevelopment of their sites, this will ultimately result in the loss of some small business space which should be provided elsewhere. It is understood that other land owners are currently evaluating their holdings in this area which may provide further opportunities to enhance this area.
- Napier Way – Woolborough Lane – Varian anchor this prominent gateway location with a relatively high quality site visible from Crawley Avenue. The remainder of sites are occupied by a variety of uses including airline support services and other light industrial activities. These occupy lower quality stock and make pedestrian/cycle access to Manor Royal difficult due to the frequency of large vehicle movements.

## Public Realm

8.14 To reinforce the character of Manor Royal, the general Masterplan principle is to bring together use typologies. This creates 'good neighbour' principles which in turn lend themselves to developing coherent public realm which maintain and improve land values. Inevitably there will be some points where different uses are placed in juxtaposition and it is at these meeting points the public realm, strategic green routes and open space can be used to define different characters and act as screens.



Public realm treatment along main routes

8.15 This is a significant consideration for creating a core business area within Manor Royal which encourages further development of higher value office and clean manufacturing uses. These uses require a higher aesthetic quality to both their buildings and environment given their client-facing nature and therefore do not sit easily alongside industrial or warehouse developments.

8.16 Using landscaping to delineate uses and create visual barriers will create a core business area which can rival other office focussed business parks across the South East reducing the visual impact of wider employment uses within Manor Royal.

8.17 As identified within the transport analysis the cycle and pedestrian network is mixed within the business district, with indirect, low quality routes which do not necessarily connect to each other. In most 'secondary' routes the pedestrian and cycle provision is at best non-existent.

8.18 To encourage greater pedestrian and cycle movement and to improve the appearance of primary and secondary routes dedicated provision should be made. As development sites come forward pedestrian and cycle routes need to be more invasive through the development blocks and public/private domains. By introducing dedicated routes at the perimeter of sites and between different employment uses the opportunity exists to improve landscaping and create visual screens between uses.

8.19 The major routes within Manor Royal have been landscaped with wide grass verges and mature trees along part of the key roadsides; located within these footpaths and verges are a range of bus shelters, light columns, barriers, signage, meter boxes and other infrastructure. This array of planting and street furniture mean foot and cycle paths are forced to meander rather than follow a clear, linear route between destinations decreasing their safety and therefore usage.

8.20 Within the core area the planting regime and street furniture are not consistent with most secondary routes having little or no public realm treatment. This contributes to the disjointed feel of Manor Royal and detracts from any attempt to create a sense of place or arrival.

8.21 The major routes have vast expanses of grass with meandering cycle and footpaths. Mature trees line part of the route and there are bus shelters and other utilities such as meters and light columns. There is no clarity along the routes and thus the paths, both bike and foot, have to meander between the sporadic utilities and infrastructure.

8.22 Future developments and investment should enable the creation of a more uniform treatment to the primary and secondary routes with clear margins for each purpose, as set out in the illustrations above. This will contribute to the sense of place within Manor Royal and create a more structured and 'professional' appearance for the core business area.



- 8.23 This structure will also provide more direct and clear pedestrian and cycle routes which connect more directly, this should increase greater levels of usage and make maintenance more straightforward.
- 8.24 To reinforce the treatments outside of site boundaries the way developments come forward on site will also be key to establishing the character of Core Business Zone. On larger sites this will include how desire lines through or around them are identified and incorporated within the layout, whilst on all sites the location of parking provision and how buildings align with pedestrian and vehicle routes will also be important.
- 8.25 For the Core Business Zone the following development principles will be applied to sites as they come forward for development:
- 8.26 Planting recommendations;
- High specification design and materials should be used on all site frontages which address the public space;
  - Planting along main and link routes will be formal and repetitive to create an identifiable character;
  - Tree planting within sites will be of a similar species and spacing to key routes and neighbouring sites to reinforce the character of the Core Business Zone;
  - At nodal points planting should be clustered to provide a greater visual impact and create a 'green appearance' on arrival, soften the hard infrastructure and provide greater ecological benefit;
  - Key gateways and landmarks within Manor Royal have already been identified by the Council and will see the introduction of major identity signage, this should be supported by appropriate planting.
- 8.27 Public Open Spaces
- Development of larger sites should seek to introduce a greater quantum of open space within Manor Royal, whether this be formal hard or green space, pocket parks or greening of pedestrian and vehicle routes;
  - Crawters Brook and Magpie Wood provide an opportunity to provide natural green breaks in the built fabric, however at present these assets are not maximised. Development of sites which incorporate or border these should seek to enhance access to them, and incorporate them within site design;
  - A good woodland management program would open the space to the public and use it as a secure, natural resource, providing much needed open space for employees to benefit from;
  - Open spaces also provide the opportunity to introduce informal leisure facilities either through public art or outdoor fitness equipment.
- 8.28 Building alignments;
- Within the Core Business Zone buildings should be brought forward within their site to address the wider public realm,
  - Where buildings form a prominent frontage (for example along Manor Royal Way) alignments should be consistent in each site to create a linear form;
  - Whilst defensible sites are required fences should maintain an open aspect and planting should support the broader principles for Manor Royal;

8.29 Parking recommendations;

- Parking to be located out of view from the main routes, behind or contained within the building shell;
- To maximise the developable land within a site parking should be stacked where possible with the potential to use the roof level used as open space.

## Sustainability

- 8.30 Development within the Core Zone offers the opportunity to deliver exemplar green buildings which achieve high levels of environmental sustainability. Achieving a 'green' business environment is increasingly important to occupiers and land owners can form a key platform to promote Manor Royal as a place to locate and invest in the future.
- 8.31 At present property values are not significantly high to enable the achievement of top level BREEAM ratings (Exceptional or Outstanding) and therefore imposing these from the outset will potentially provide a barrier by reducing development viability.
- 8.32 However, over time as the quality of Manor Royal improves so will property values enabling greater levels of building sustainability to be achieved. Therefore within the Core Zone a graduated scale of achievement for buildings should be pursued which increases the requirement for higher BREEAM ratings over time.
- 8.33 The Core Zone also presents an opportunity to provide a 'statement location' for an Energy Centre, with sites available to locate this at the heart of Manor Royal as a physical demonstration of Crawley's (and Manor Royal's) commitment to becoming more environmentally sustainable.
- 8.34 The potential to co-locate this with the Manor Royal business hub will create a highly visible physical embodiment of the future aims of Manor Royal to become more sustainable and provide an important strand to future marketing and promotion of Manor Royal.
- 8.35 It's visibility will also raise awareness with businesses and offer the potential to increase their usage of the facility. This proximity can also reduce the distance of travel to supply the Centre with business waste, providing additional sustainability benefits.
- 8.36 However, location on such a visible site may also have some negative impacts on the wider functioning of the Core Business Zone. Sustainable Energy Centres tend to occupy bulky industrial looking buildings which may detract from the wider aspirations for raising the quality of the business environment within the Core Zone. Whilst these buildings can be made more visually appealing this incurs higher costs and may threaten the viability of the facility.
- 8.37 Furthermore servicing of the facility would require a frequent number and higher level of HGV trips which will also reduce the effects of clustering uses in this area which reduce the need for such vehicle movements to encourage a higher quality public environment.
- 8.38 Whilst a site within the Core Business Zone will be safeguarded to provide choice for the future Sustainable Energy Centre provider, the final location decision needs to carefully balance the potential costs and benefits of locating in this Zone against the wider Masterplan principles.

8.39 Subject to a full assessment of the appropriateness of the technology which could be deployed, detailed building and site design, and an assessment of the transport and disruption impacts of a specific proposed scheme on the wider Core Zone the Masterplan advocates developing a Sustainable Energy Centre in this location. Whilst this is not necessary from an operational point of view it will help establish Manor Royal's green credentials and potentially be a catalyst for wider environmental, business and organisational improvements.

8.40 However, should the impacts be judged to negatively impact on the functionality of the Core Zone as a high quality business environment an alternative site should be considered in another part of Manor Royal.

## Transport & Movement

- 8.41 Generally transport within the Core Zone does not provide a significant barrier to intensifying the use of land. Having used the Crawley Borough Model to assess the potential impact of the proposed nature of development there is only a modest increase in vehicle movements forecast within the zone. This increase is largely a result of increased B1 provision within the Core Zone, replacing less dense B2 and B8 employment provision.
- 8.42 The single biggest impact will be on the Manor Royal Way - Faraday Road junction, with improvements to the junction required to accommodate growth and reduce any potential congestion impact.
- 8.43 The Manor Royal Way – Gatwick Road junction will also need upgrading to ensure both strategic and local access is maintained to the Business District, this should include signal controls to encourage and improve pedestrian and cycle access.
- 8.44 The Core Business Zone is also the area which has closest links to the residential communities to the south and west and the potential new communities to the east (should the North East sector come forward). It therefore offers the greatest potential to increase the proportion of employees accessing the site via pedestrian and cycle links.
- 8.45 At present these links are of mixed quality and would benefit from upgrading to improve safety and therefore encourage usage, on the key routes which provide access in to Manor Royal (Manor Royal Way, Gatwick Road, London Road and southern dedicated routes) the following upgrades should be introduced:
- Improved surfacing, especially where paving is used and has come loose;
  - Increased provision of controlled crossing points;
  - Better lighting;
  - Greater passive security through overlooking and control of vegetation; and
  - More open and direct routes to avoid 'blind' corners.
- 8.46 Beyond the provision of development capacity and opportunity the six near term development sites offer the opportunity to catalyse shifts in transport behaviour. Of these sites two emerge as major potential contributors to the way in which the Manor Royal Estate can look to positively influence its transport footprint. Key sites offer the opportunity to catalyse shifts in transport behaviour. Of the key sites two emerge as major potential contributors to the way in which the Manor Royal Estate can look to positively influence its transport footprint.



### BOC Edwards Site

- 8.47 The central hub area, along with a potential new business centre, has the potential to deliver additional spin-off benefits for all businesses and employees.
- 8.48 The hub could provide the facilities necessary to implement a multi-modal interchange at the centre of the Manor Royal Estate. The design of this area would also need to address the existing capacity issues around the Manor Royal / Faraday Road junction.
- 8.49 This business centre could double up as a travel centre where employees will be able to find relevant information and facilities. In time, such facilities could include a car club for use by Manor Royal Estate businesses to complement or, in some instance replace, formal car hire or company car schemes.
- 8.50 Given the importance of this site for the change within the established Manor Royal Estate its early delivery should be prioritised to achieve a position which underpins the transport strategy moving forward.

### GSK Site

- 8.51 The GSK site offers the largest single-user re-development opportunity in an area of the Masterplan which is at the centre of the Manor Royal Estate. The re-development of this site could bring about significant improvement to the pedestrian/cyclist desire line route linking Manor Royal Estate and Crawley Town Centre.
- 8.52 There would also be an opportunity, in management of traffic, for this site to make greater use of the A2011 Crawley Avenue which has greater capacity to accommodate traffic than Manor Royal. Development options could also explore the possibility of providing an additional connection between the A2011 and Manor Royal through this site, although its effect would need to be tested. This option is offered purely as a site-specific alternative and is not considered as part of the estate-wide masterplan development process which is concerned with an overall deliverable package.
- 8.53 The early intervention and delivery of one of these key sites by Crawley Borough Council would provide a catalyst for changes in travel demand while also delivering a clear shift away from the private car to sustainable modes of transport.



Public realm treatment along routes within industrial areas



Public realm treatment along main routes in Industrial areas





## Key Occupiers

8.61 The area is predominantly small industrial and warehouse uses, however significant 'standalone' uses also exist which underline the diversity of the area;

- Eezehaul;
- Royal Mail;
- Grant Thornton;
- Crawley Volkswagen;

## Key Locations

8.62 Within the Northern Industrial Zone there are a number of key locations which create the character and focus of this area:

- Tinsley Lane-Cobham Way (inc. Gatwick Distribution Centre) – a key cluster of light industrial units of mixed quality. The buildings have a poor relationship to Gatwick Road and there is a reported lack of maintenance of certain properties, road surfacing and public realm. The area does have potential to offer some small scale green space for employees.
- Explorer Building – This is a key landmark office building originally occupied by XL Air, it is now partially vacant and providing office accommodation for Grant Thornton. Whilst a key building in its own right its impact is somewhat lost by its setting and scale of surrounding infrastructure.
- Priestley Way-Rutherford Way – This is predominantly a collection of small industrial sites and areas which contain a high proportion of vehicle workshops, it has low levels of vacancy but access and parking are a key issue, this is most apparent close to retail provision on Gatwick Road.

8.63 City Place is a high quality headquarters office development which is more closely related to the Airport than Manor Royal itself, that being said it does offer some best practice examples in terms of building design and reuse of premises. There is an outstanding planning permission for a further 7,500sqm (approx) of B1 office space, whilst this won't directly influence the critical mass at Manor Royal it needs to provide a complementary offer rather than compete directly with developments that come forward in the core.

8.64 The Gatwick Distribution Centre is a key industrial/logistics facility within the local economy and has recently been taken over by SEGRO who have indicated redevelopment of the site is likely. SEGRO are keen to maintain the predominant light industrial uses with perhaps the introduction of some local scale logistics space and supporting facilities.

8.65 This would maintain the character of the area but any such development should consider its relationship to the Gatwick Road frontage and also how some small open spaces can be successfully incorporated.

## Northern Industrial Zone (Orange, D)

8.54 The northern zone builds on and enhances the current cluster of industrial and local scale logistics uses by focusing future growth in these activities in one area. This has a number of benefits for Manor Royal in terms of reducing large vehicle movement through the centre of the site (and hence improving the environment for other businesses and pedestrians) and providing more direct access routes to premises for businesses in this area.

8.55 It also offers the potential over time to relocate some of the airport servicing businesses which currently occupy premises further south to reduce internal movements and lower their costs by providing more convenient access to the airport.

8.56 Consultation with businesses, business representatives and key stakeholders suggest there is significant unmet demand for purpose built industrial and logistics space, indicating the protection and enhancement of this area will provide significant benefits to the wider Crawley and sub-region economy.

## Land Use

8.57 The northern character area requires less intervention than the core zone; however key elements need to be addressed, enhanced or introduced to improve the functionality and use of land. Predominant land use classes will be B2 and B8.

8.58 Rather than requiring significant change in the types of premises the focus in this area needs to be more on the re-provision of stock as it reaches the end of its functional life, ensuring it enhances the wider attractiveness of Manor Royal.

8.59 A number of buildings are of lower quality and will require investment to maintain their usability. These should be replaced with good quality modern industrial units which meet the needs of occupiers both now and in the future and create a high quality business environment consistent with the core zone and wider Manor Royal design principles.

8.60 What is important is that a range of building sizes are provided and also that the units contain sufficient office provision rather than solely industrial space so administrative functions can be accommodated within the same building.



- 8.66 Forgewood, Gatwick Road provides valuable space in good condition, however it has a poor relationship to the rest of Manor Royal by facing away from Gatwick Road leaving a dead frontage close to the key Gatwick Road – Fleming Way junction. As this area comes forward for redevelopment (likely to be in the long term) this relationship should be improved providing more active frontages along this key route.
- 8.67 Whilst these broad areas all have an important role to play in establishing the future character of the area there are no immediate key vacant or opportunity sites to catalyse delivery. Development is likely to come forward in a more piecemeal fashion and therefore to ensure these contribute to the creation of coherent area principles need to be established through design and landscaping.

### Public Realm

- 8.68 In general the treatment of the public realm should be consistent with that of the Core Business Zone to maintain a consistent identity across Manor Royal. However the treatments should be of an appropriate scale to not impede the functionality of the area for industrial businesses.
- 8.69 While the public realm structure should reflect that of the Core Zone planting should be much reduced to allow clearer access to sites for HGVs and other goods vehicles, this is shown in the illustration opposite.
- 8.70 Species deployed should be consistent across the whole of Manor Royal with similar grouping of planting at key gateways and nodes.
- 8.71 Developments should seek to maximise the opportunity presented by existing green spaces and improve access to areas such as the northern end of Crawters Brook where it opens into the Strategic Gap.
- 8.72 Building alignments should seek to create active frontages rather than turn their back on key routes, where possible parking and loading should be incorporated 'behind' buildings where sites allow this.
- 8.73 Given the high levels of vehicle movements and servicing requirements for industrial and logistics uses the functionality and operating areas need to take priority over the design and aesthetics. However, developments should seek to contribute to an overall raising of standards of design within the Zone.

### Sustainability

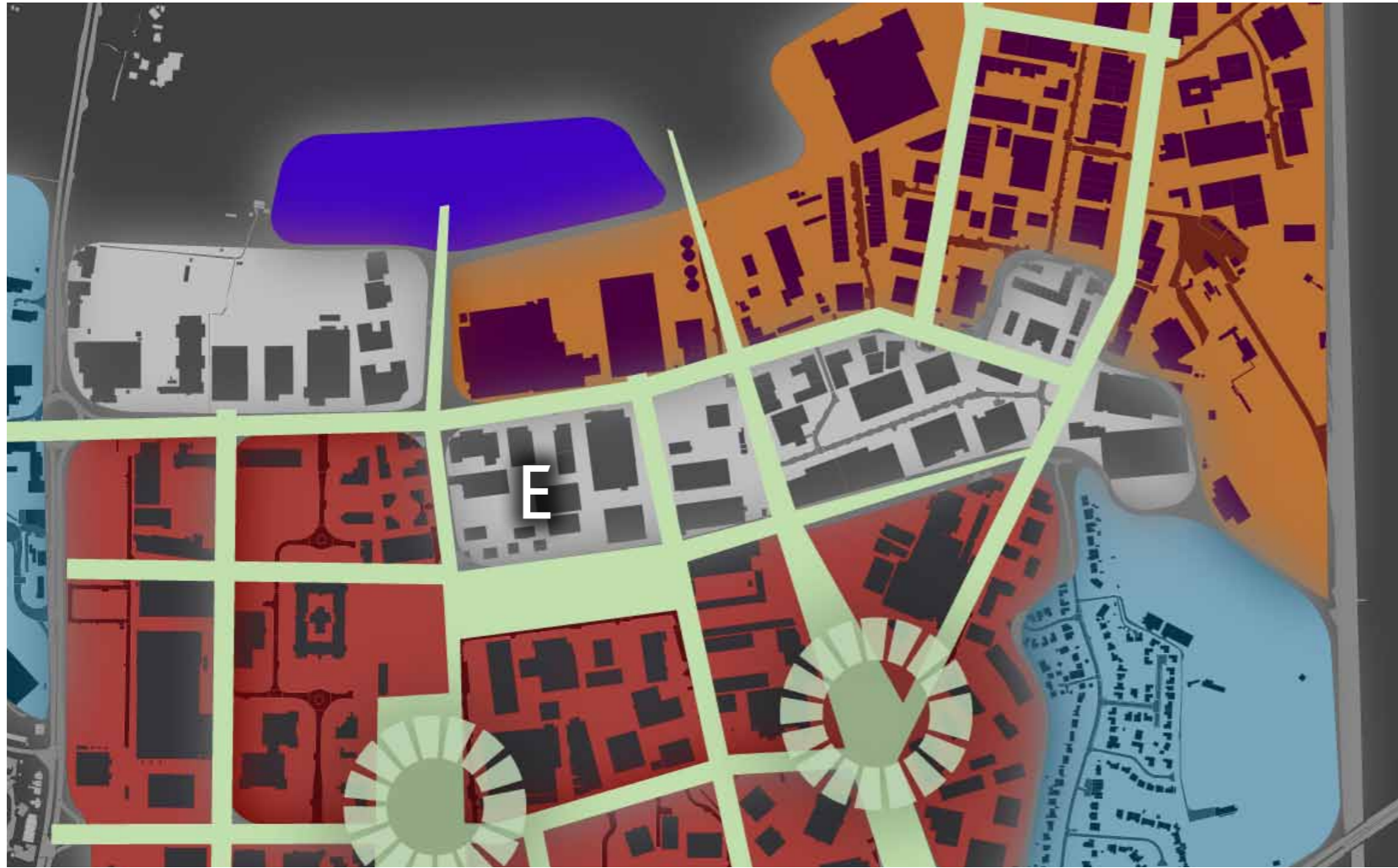
- 8.74 A site for the provision of a Sustainable Energy Centre has been identified and safeguarded within the Northern Industrial Zone and should be considered as an alternative to the location identified within the Core Business Zone.
- 8.75 The site, to the north of Manor Royal at City Place, is less visible from Manor Royal itself and would avoid having negative impacts on the quality of the public environment by reducing HGV movements within Manor Royal. The site would also mean the building would not need to be of such a high quality design and therefore is likely to be more viable for any operator.
- 8.76 The location is also close to the Airport, which is likely to be a key supplier of waste to the Energy Centre, and therefore will require much shorter vehicle trips reducing the environmental impacts of servicing the facility.

- 8.77 However, locating at this site would provide a lower visible statement of Manor Royal's commitment to becoming more sustainable and therefore be less prominent in any future promotion or branding focussed on a 'green' Manor Royal. It would also require a more concerted marketing effort to promote the Centre to businesses.
- 8.78 One further consideration will be the potential increase in HGV movement through the Gatwick Road – Fleming Way roundabout, which already experiences some levels of delay.
- 8.79 Should this site not be suitable as a location for an energy centre alternative uses would ideally complement and complete the City Place development (although given the difficulties in letting existing provision this may be difficult in the medium term). Alternatively it would also be a reasonably good site for local logistics or industrial provision given its road links and the prevailing character of the Northern Industrial Zone. Essentially the site is divorced from the core Manor Royal offer and will have limited direct influence on its character - however the Masterplan recognises that future development at City Place careful managing to ensure it doesn't draw demand away from Manor Royal.
- 8.80 The industrial nature of the built stock does (and will continue to) provide significant amounts of roof space which provide an ideal location for roof top generation technology such as photovoltaic cells. The deployment of this technology across existing and new buildings will be a key factor in achieving a sustainable Manor Royal.

### Transport

- 8.81 Given that proposals for the Northern Zone do not radically change the mix of land uses or introduce significant levels of higher density development there is very little impact on the highway network in the area. Within the AM and PM peak the transport model zones will only witness a modest net increase in trip rates which will not significantly increase congestion at key junctions.
- 8.82 More important will be the management of HGV movements through the wider Manor Royal area to reduce the impact on the functionality and attractiveness these could have on the Core Business Zone.
- 8.83 Similar to the Core Zone the pedestrian and cycle network would benefit from surfacing upgrades and an increased provision of controlled crossing points on major routes.





### The Buffer Zone (Grey, E)

- 8.84 The central grey area will act as a buffer between the core and northern zones and also to any future expansion of Gatwick Airport. It currently has a more mixed character than the two other identified zones and will maintain this mix to integrate the two more focused character areas.
- 8.85 The more loose definition of the Buffer Zone provides in built flexibility for Manor Royal to adjust to market signals and accommodate new uses or a different balance of uses as the wider economy drives demand. Importantly it also provides the flexibility to respond to any future changes in demand from a reoriented Gatwick Airport model, enabling the accommodation of greater levels of flight related service companies. These would be in locations close to the Airport, reducing vehicular movements through the Core Business Zone and protecting its predominant character.
- 8.86 This flexibility is vital given the uncertainty around the future plans of Gatwick Airport's proposed new owners based on existing capacity and any potential developments related to a second runway.

### Land Use

- 8.87 The buffer zone will have a much greater mix of uses, providing a blend between the core of Manor Royal and the industrial area. Whilst the predominant use in this area is less well defined it should make the most of the direct access on to Fleming Way and the strengths of the existing businesses.
- 8.88 With more freedom for the market to lead the nature of the area close development control may be required to ensure that a particular use isn't introduced that is detrimental to the wider aims of Manor Royal or the functionality of the buffer zone itself.
- 8.89 The clear links between this zone, the Airport and the Core Business Zone it is likely to be a good location for any future hotel requirements linked both to Manor Royal's businesses and increased trade from the Airport. Hotel provision would be appropriate in this location as it would provide important amenities for Manor Royal businesses alongside service Airport related demand.

8.90 Delivery of new hotel accommodation needs to be carefully balanced against demand and contribute to businesses within the wider Crawley area rather than solely servicing the Airport. The nature and quality of future hotel development should seek to broaden the offer and portfolio within the Borough.

### 8.91 Key occupiers

- Virgin Training Centre;
- Vent Axia;
- Pasta Reale;
- Elekta;
- Chemigraphic;
- Premier Inn;
- ITW.





## Key Locations

- 8.92 Generally property and sites within the Buffer Zone are of good quality and therefore wholesale change is not going to be required. However there are a number of key opportunity sites or vacant premises which need to be brought back into active use to support the overall performance of Manor Royal.
- Employment land allocations north of Manor Royal – provide long term opportunity for expansion or relocation of uses out of core area where they do not 'fit' with predominant use. Also provide a flexibility to expand the functional area of Manor Royal as demand for land increases over the plan period;
  - Fleming Way-Jenner Road – this area provides an opportunity to open access to Crawters Brook through the regeneration of the BOC Gases site to the east and potential to intensify uses in this area. This is closely aligned to the Northern Industrial Zone and should therefore provide uses which are complementary to these uses.
  - Manor Gate – currently dominated by large vacant industrial stock this area does not create a positive gateway to Manor Royal, opportunity to refocus its offer to complement changes which will occur in the core area. Also potential to open access to northern end of Crawters Brook.

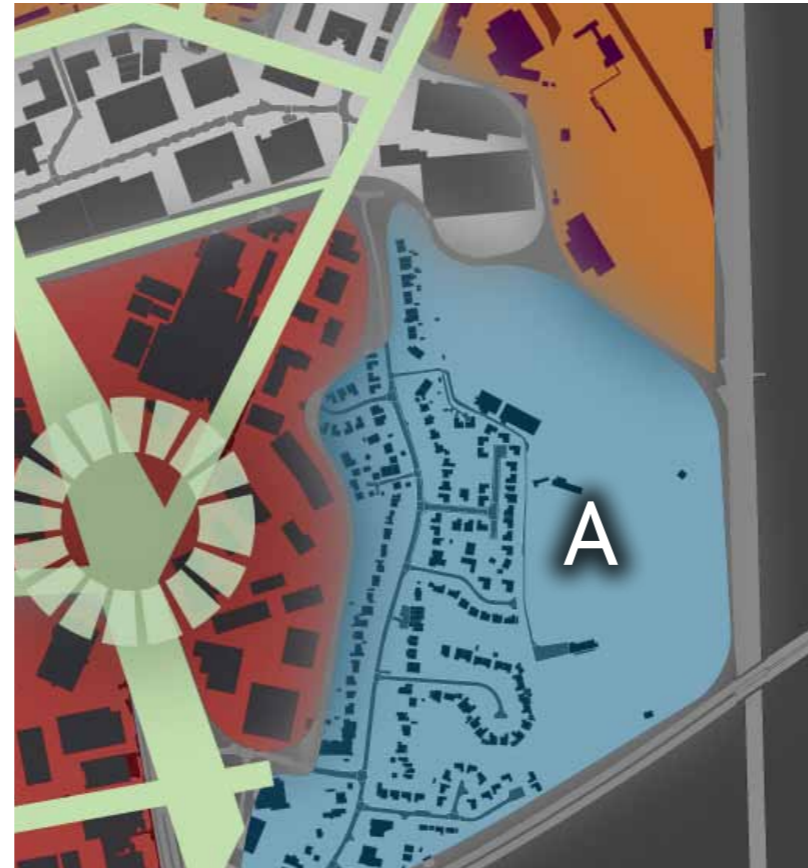
## Core Strategy Employment Land Allocations

- 8.93 The employment land allocations which exist to the north of the existing Manor Royal boundary between the current buildings and the strategic gap (shaded purple and marked F) were allocated as part of the Core Strategy. Despite their allocation they are yet to come forward for development, which is unsurprising given the downturn in the market and the range and scale of other opportunities within Manor Royal.
- 8.94 However in the long term these allocations will be important to retain the flexibility at Manor Royal to accommodate new uses and allow other parts of the area to change. Moreover, should Gatwick Airport expand they will have little value as strategic gap and therefore could be employed to give further space to accommodate airport related or other employment uses.
- 8.95 The allocations are being retained in the ongoing Core Strategy Review and will form a key component of the future employment land supply within the Borough.

## Transport

- 8.96 Similar to the Northern Zone the Buffer Zone does not suffer from significant transport constraints as a result of changes to land use proposed within the Masterplan.
- 8.97 The only identified junction capacity constraint by the Crawley Borough Model will be the Faraday Road – Fleming Way junction, but this is only likely to experience on its southern approach during the PM peak. There is also potential for some delays at the Fleming Way – Gatwick Road roundabout during the AM peak. Neither are likely to require significant transport infrastructure investment.
- 8.98 The market-led nature of the Buffer Zone will require greater monitoring and impact assessment of given the future balance of uses is more difficult to predict. Within this area there is a much greater need for individual development proposals to assess the impact they will have on the local transport network.





8.108The Manor Royal fringe to the south east is characterised by poor commercial buildings which are isolated from the core of Manor Royal by the Gatwick Road flyover and has a much closer relationship with the residential area around Tinsley Lane.

8.109As the character of Manor Royal changes around the Gatwick Road-Manor Royal Way junction uses are much more likely to be compatible with residential development, and as such in the long term the Manor Royal fringe area may provide an opportunity for change. It is therefore unlikely in the long term that this area will see an intensification of employment uses, indeed the character could change to enhance the scope and scale of residential provision, should need be identified and appropriate mitigating works be undertaken.

8.110The natural assets of this area also provide an opportunity to significantly improve the setting and appearance of the area, with the potential to release Crawters Brook from its canalisation and create and open space which offers a natural break between the hard infrastructure of Gatwick Road and future development sites.

8.111The Manor Royal fringe would potentially have a strong relationship to development in the North East Sector (should it be permitted) and offer the opportunity to create a stronger link between Manor Royal and this potential development.

8.112Furthermore the change of use of this area to a more residential orientated offer could also provide sufficient flexibility in the land supply to protect the sports fields at Tinsley Lane while still delivering housing targets.

8.113Given these potential links the Manor Royal fringe would provide an interesting opportunity to broaden the choice of housing locations within Crawley and the possibility to promote a much closer alignment between living and working in the Borough.

8.114The potential to change the character of either of the fringe areas is contingent upon the ability to relocate existing uses to other appropriate areas and ensure there is no net loss in space provided. Given the scale of land and premises within Manor Royal there is significant capacity to accommodate these uses, especially where sites can be used more intensively or unused employment land allocation can be brought forward.

### Long Term Zones Of Change (Light Blue, A)

8.99 The blue areas (areas marked A) play a less central role in the functioning of Manor Royal or establishing its character and directing future usage. As such their future role and function will have a lower effect on the future economic performance of Manor Royal.

8.100At present these areas have a much more mixed range of uses, with significant non-employment uses such as retail and residential. In the longer term these areas offer Crawley greater flexibility in relation to broadening the offer of Manor Royal and Northgate ward more broadly.

8.101The County Oak area currently does not function well as an employment location (largely dominated by light industrial units) and in the future there is the opportunity, to enhance the retail offer. Future broadening of any retail function should be subject to significant impact testing to ensure its introduction would not undermine the viability of existing centres, and the town centre in particular.

8.102To ensure a complementary offer to the town centre it would most likely be more appropriate for retail expansion to maintain the character of the existing County Oak retail park rather than introduce 'high street' comparison retail.

8.103The nature of any potential retail offer and the vehicle movements associated with it should not adversely affect the functioning of the Core Business Zone or create congestion which impairs the functioning of businesses.

8.104The nature and timing of development will depend on the demands (and need) for out of town retail identified in other parts of the Core Strategy and its evidence base. Given current vacant stock along London Road towards the town centre (for example the former MFI unit) the need to bring forward new retail development at County Oak is likely to be in the medium term.

8.105It is unlikely to be the public sector which brings this area forward, private sector interest already exists and it is more a case of managing development to ensure it best meets the needs of Manor Royal. However the potential to include public sector land holdings offers the opportunity to coordinate development through a development brief approach and provide a tangible offer to the private sector. The site on its own is unlikely to 'lead development' and change in the area but a development brief would allow it to be considered alongside other land parcels and bring forward a comprehensive development of the area.

8.106It should be recognised that County Oak is not a core driver for Manor Royal and therefore change here is a lower priority than areas to the east of London Road and resources/effort should not be diverted away from the core area simply to make use of public sector land assets.

8.107Given its proximity to the residential area of Langley Green County Oak also offers a potential opportunity to see a shift towards residential provision to the western side of the area should future housing land be required. This is only likely to be feasible in the longer term and would clearly be dependent on the future of Gatwick Airport and any future protection zones or noise contours which are introduced.



8.115 However, large scale change of use in these fringe areas may require land to be identified in other locations to retain businesses within Crawley, and a more thorough relocation strategy developed.

## General Transport & Sustainability

8.116 Whilst Zone specific transport and sustainability principles have been covered above there are a number of interventions and improvements which are required across Manor Royal area.

8.117 As part of new development these will make a significant contribution to raising the performance of Manor Royal's infrastructure and creating an improved environment to do business in. Full analysis of the transport requirements and environmental sustainability enhancements can be found with the Technical Appendices and Greening Manor Royal report.

## Transport

8.118 Beyond the zone specific interventions identified above the Masterplan has been developed to incorporate the following broad parameters based on the assessment of need and the policy principle of maximising the use of existing infrastructure within Manor Royal:

- The allocation of land-uses should seek to balance the travel demand across the site to make best use of existing infrastructure.
- The concentration of B1, B2 land-uses to the west of the Manor Royal Estate
- The concentration of lower trip generators to the east of the Manor Royal Estate
- The high level of car dependency for short trips to the estate should be addressed through upgrading of pedestrian/cycle links with priority given, where feasible, to these modes of travel.
- Existing pedestrian / cycle links should be clearly defined and maintained to a high standard to encourage travel by sustainable modes. This will further promote sustainable travel behaviour.
- Public Transport should be promoted as part of an integrated approach to journey planning. Business should make this information readily available (e.g. timetable information, real-time displays, simple literature change)
- Provide enhanced pedestrian and cyclist facilities both on-site and off-site to improve modal share of all businesses. This should include additional crossing facilities on key desire lines.
- Provide a continued platform for EASITCrawley initiatives for existing businesses and establish a requirement for new development to align with its aims through green travel plan required as part of variations or new planning applications.

8.119 The Masterplan recommends the upgrading existing cycle and pedestrian links. A key element should be improving access to National Cycle Network Route 21 which runs through Crawley. This is part of the proposed Avenue Verte Greenway linking London and Paris via the Newhaven to Dieppe ferry. Whilst this will be mainly a leisure route, the investment should be undertaken by Sustrans and the Franco British Cycle Plan in this route should be maximised to provide a loop connection joining this to Manor Royal and so benefit commuters.

8.120 This should link to the establishment of a street cycle scheme, whereby cycles are available in docking stations throughout the town centre and Manor Royal. Many commuters, who drive to Manor Royal, do so to have the option to drive out for lunch as there are limited amenities in the immediate area. It may be that a car pool club and / or cycle scheme could provide for these short journey needs between business district and town centre helping to ease lunch hour congestion and promote the connection.

## Sustainability

8.121 New development at Manor Royal offers an opportunity to leverage incremental change to building performance, carbon emissions and sustainable measures throughout the estate. This site by site change will be market driven and supported by the overall vision of the business district. Whereas the council has a limited ability to determine when this change occurs, it does have significant scope to influence how and what change happens through the planning process.

8.122 Crawley Borough Council has issued the following planning guidance for the whole of the Borough:

SPD 14 – Sustainable Designs

SPD 13 – Landscaping and Greening This refers to regional guidance in the form of the West Sussex Sustainability Checklist.

8.123 In addition to this guidance, it is recommended that further specific guidance be developed for the Manor Royal Business District in order to align it with the Corporate Climate Change objectives and the proposed vision for the area. This Manor Royal specific design guidance will provide the opportunity to offer stronger targets and better defined strategies in response. The content of the design guidance is outlined here.

8.124 It is recommended that all new buildings at Manor Royal are required to apply the BREEAM Assessment methodology to a minimum level of attainment. BREEAM is recognised in the UK as a clear standard for best practice in sustainable design and has become the de facto measure used to describe a building's environmental performance.

8.125 Setting a BREEAM target is robust in terms of an unknown delivery timeline for new build development. The BREEAM system is revised and updated on a bi-annual basis to ensure best practice is maintained. Setting a BREEAM requirement will therefore require a development to meet the most up-to-date standards.

8.126 For the Vision to be achieved, or accelerated in the case of Manor Royal, it is recommended that minimum standards for BREEAM Very Good are applied to all new development, these should rise to Excellent or Outstanding as values within Manor Royal allow. Smaller developments (less than 1,000 sq meters) are generally set a lesser threshold of Very Good due to likely commercial constraints in developing the site, or site limitations in implementing physical change that can deliver credits across the range of issues.

8.127 The Energy Act 2008 has provided broad enabling powers for the introduction of feed-in tariffs (FITs) for small-scale low-carbon electricity generation. At the time of writing, no guaranteed prices have been fixed to establish what will be paid for power that is introduced to the grid from building mounted renewable technologies. However, the government has committed to have FITs in place by April 2010. What this means for Manor Royal is that a large scale roof on a building can be valued as a potential solar resource in the future, which has financial, as well as energy and carbon, benefits. The FIT would need to be set at a sufficient rate to reduce the payback period of photovoltaic installations to an advantageous level.

8.128 To enable the future or immediate provision of solar technologies onto new build development at Manor Royal, it is recommended that the design guide include a requirement to maximise the area of clear south facing roof space and potential for future fixing of panels. The roof can either be designed as a flat roof area or to the optimum angle for photovoltaic (PV) mounted flush with the roof (in the UK, this is generally 30 degrees from horizontal).

8.129 The introduction of south-facing photovoltaic installations is not envisaged to cause significant glare or reflectance problems for planes landing at Gatwick airport as the runway is orientated east-west. This means the direction of approaching aircraft will be at 90 degrees to any photovoltaic panels and not in direct line of sight. Further due diligence investigation relating to this condition will be required to assure that it will not cause a hindrance to the operation of the airport.

8.130 Whilst biodiversity enhancing measures are recognised in BREEAM, it is also recommended that new development at Manor Royal adopt the UK Green Building Council's recommendations from its recent biodiversity task group. This sets out a way of recording the change that occurs on a site as a result of development, through a "Proposed biodiversity and development assessment of change" form published by the RTPI Environmental Planning and Protection Network. This ensures that the local ecological record centre, which for Crawley is the Sussex Biodiversity Record Centre, is better supplied with information to support its continued promotion and protection of local biodiversity.

8.131 The biggest challenge facing Manor Royal is how to improve upon an existing estate which is occupied by many businesses of different uses, types, sizes and ages. The buildings that exist today are likely to account for over 70 percent of the total building stock by the year 2050, which suggests the real barrier to achieving carbon neutral status is the refurbishment of existing building stock.





8.132 There is a strong sustainability case for retaining existing buildings, rather than rebuild, which relates to a reuse of resources and minimisation of waste and energy expended. However, there are practical problems relating to private ownership and the investment costs, which prevent the council intervening in existing buildings. Added to this are issues of landlord and tenant separation, which means that many of those businesses who occupy the buildings in Manor Royal have no opportunity to improve upon the existing building they occupy, and have limited ability to influence the landlord to do so on their behalf.

8.133 The council can still utilise the planning mechanisms it has available to leverage some change with regard to existing buildings. Change beyond the limitation of these mechanisms can then only be achieved through the council's engagement with the business community, which is outlined in a further section.

8.134 Where refurbishment works or extensions occur, the building regulations set the framework to require additional investment in consequential improvements to an existing building's thermal performance. This is informed by Energy Performance Certificates (EPC), which must be produced every time a commercial building is sold, let, modified or constructed.

8.135 Similar to new build, it is possible to require refurbishment works that are subject to planning permission to apply the BREEAM assessment. A BREEAM assessment would bring the added benefit of ensuring an existing building achieves an improvement in its overall sustainable attributes, not just its energy performance.

8.136 Therefore, it is recommended that major refurbishment (over 1,000 sq m) should target a BREEAM (Refurbishment) rating of Very Good. This has no minimum or mandatory requirement for a minimum EPC rating, which allows for the varying challenges or attributes of properties built in different eras.

8.137 Existing building users will be encouraged to take advantage of Feed-In Tariffs (FITs). This will be enabled through a simplified planning process permitting the installation of photovoltaic technology on existing building roofs at Manor Royal. This could also assist larger companies, who are liable for the Carbon Reduction Commitment. Companies liable for the CRC scheme have an additional incentive to invest in improving their buildings as they will be made to pay according to their carbon emissions performance.

8.138 It is recommended that proposals regarding installing rainwater harvesting or green or brown roofs are encouraged through a simplified planning process. Green or brown roofs are a visual advantage to an area and should not need to be overly regulated. There is limited capacity to effect a change which will be mostly driven from a commercial point of view. However, the message would be strong and positive and could encourage the interest of green roof suppliers and businesses to the area.

8.135 Existing building users will be encouraged to take advantage of Feed-In Tariffs (FITs). This will be enabled through a simplified planning process permitting the installation of photovoltaic technology on existing building roofs at Manor Royal. This could also assist larger companies, who are liable for the Carbon Reduction Commitment. Companies liable for the CRC scheme have an additional incentive to invest in improving their buildings as they will be made to pay according to their carbon emissions performance.

8.136 It is recommended that proposals regarding installing rainwater harvesting or green or brown roofs are encouraged through a simplified planning process. Green or brown roofs are a visual advantage to an area and should not need to be overly regulated. There is limited capacity to effect a change which will be mostly driven from a commercial point of view. However, the message would be strong and positive and could encourage the interest of green roof suppliers and businesses to the area.





www.milton.co.uk  
FOR HIRE  
0800 043 2742

www.milton.co.uk  
FOR HIRE  
0800 043 2742

www.milton.co.uk  
FOR HIRE  
0800 043 2742

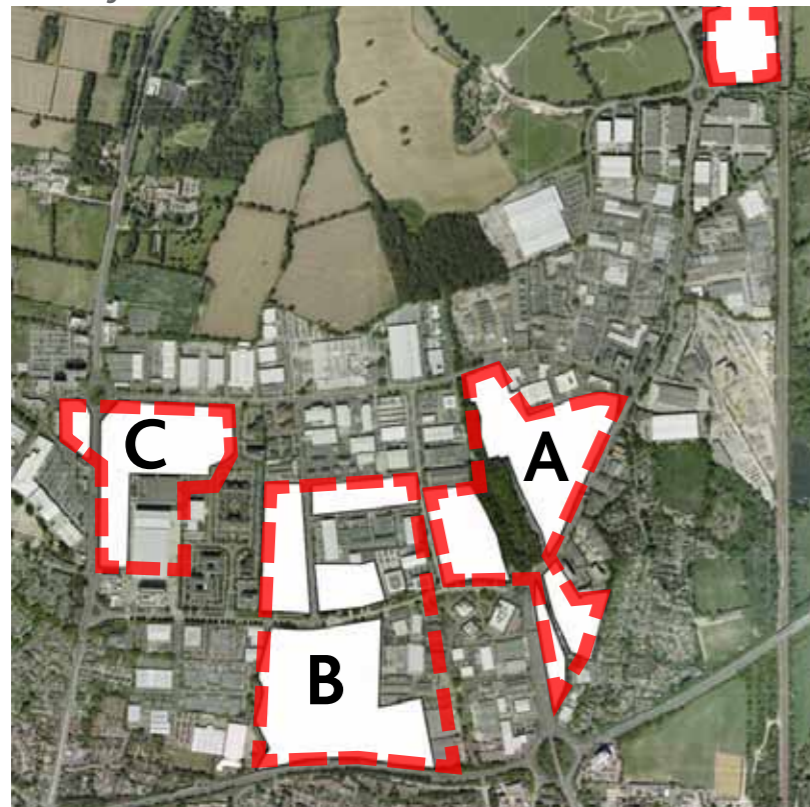
www.milton.co.uk  
FOR HIRE  
0800 043 2742

www.milton.co.uk  
FOR HIRE  
0800 043 2742



# 9. Achieving High Quality Development At Key Locations

## The Key sites



- 9.1 From the six key immediate development opportunities identified four offer potential in the short to medium term to catalyse change at Manor Royal and deliver high quality development at key gateway locations.
- 9.2 Taken in their wider context these sites also present 'group' opportunities with a number of less strategic sites which are likely to come forward in the longer term, by incorporating and opening up access to open space and landscaped areas, providing opportunities to better connect areas or different uses. These sites and groupings are highlighted on the plan above, with each Gateway or Opportunity Area explored in more detail below.
1. SEGRO West Site – this is a cleared and vacant site which is currently being marketed and occupies a key location on the north west gateway roundabout on London Road. The site lends itself to a range of potential uses but should be brought forward as a key landmark development which supports the benchmark standard set by the Thales development to the south. Where possible the site should come forward as a core employment use which supports and complements the wider aspirations

for Manor Royal. However discussions with the owner suggest this may not be a viable option, therefore a mix of uses may be required which meet the owners aspirations but provide vital facilities for the users of Manor Royal. A significant limitation for the sites future use to 'service' the wider Manor Royal is its relative remoteness from the core employment concentrations. This makes access via methods other than car challenging unless new (more direct) pedestrian links can be created. It is important that the site does come forward for development in the short to medium term given the poor image it creates at this key gateway to Manor Royal therefore consideration of allowing the site to come forward a 'lower value' (in employment terms) use may be necessary provided this can provide a suitable high quality landmark.

2. Former BOC Edwards Site – This is a significant vacant industrial building and car park which is currently being marketed as an industrial facility, although the site has possibly greater potential for wholesale redevelopment. The current building occupies a prominent site and acts as a barrier between the office cluster at Crawley Business Quarter and the industrial uses along Faraday Road. Future development should encourage a landmark facility brought forward on the site which can begin to uplift this part of Manor Royal. The sites location, scale and connectivity to the rest of the area make it suitable for the development of a business hub which can support activity across Manor Royal.
3. GlaxoSmithKline – GSK are vacating their Manor Royal site in 2011. The site represents the single biggest opportunity to achieve change at Manor Royal with the capacity to accommodate a significant level of development. The future use of the site will potentially set the precedent for employment not only in this area of Manor Royal but the Crawley economy more widely for the next 25. Given its critical importance any change needs to closely match the wider aspirations for Manor Royal and the Crawley (and indeed sub-regional) economy. Whilst current market conditions are likely to promote a narrow range of uses the importance of the site requires a longer term view be taken to redevelopment. The scale of the site allows it to come forward in phases and given most is hidden from public view it may be possible to secure immediate uses at the Manor Royal Way frontage and allow the rest to come forward overtime. Fundamental to the successful development of this site should be achieving a high quality frontage to Manor Royal Way and the incorporation Magpie Wood as a functioning open space for employees.
4. Thales East Site – with the development of their new facility on Manor Royal Way this group of properties is likely to come forward for development or re-occupation in the short-medium term. The site occupies a strategic location on main thoroughfare and has the potential to set a benchmark on the eastern side of Manor Royal and complement other high quality development at Pegasus Place. Any future use or uses should seek to maximise the potential of Crawlers Brook as a key open space/leisure resource and include access to it and passive security.

- 9.3 Given the importance of these sites in terms of the scale of development opportunity and their clustering at key gateways and highly visible locations which would enable them to set the tone and image for Manor Royal more widely we have investigated indicative framework designs to direct the nature of design features which should be incorporated as they come forward. Detailed analysis of the potential of each of the six key development opportunities in the near term and their development constraints and risks can be found in Chapter 14.
- 9.4 These are not intended to be detailed development briefs for each site but provide an indication of how they sites can be grouped to come forward in a manner which make the most efficient use of land whilst also ensuring good pedestrian connectivity, open up access to amenity and green space, and articulate how the Vision for a high quality business environment at Manor Royal can be delivered over time.
- 9.5 Given the scale of Manor Royal and the complexity of bringing coordinated development forward it is the role of the Masterplan to ensure that individual sites contribute to a cohesive landscape which works for the businesses within it. In line with Crawley Borough Council's SPDs 13 and 14 this area-specific guidance illustrates how the design and location of buildings and public spaces can maximise the environmental benefits of Manor Royal (by utilising natural light/shade and solar gain), create a more coherent sense of place (through the alignment of buildings, landscaping and parking provision) and increasing pedestrian and cycle usage by creating a clear network of routes through and between sites. These will all contribute to raising the overall standard of Manor Royal and allow it to compete more effectively for occupiers and investment.
- 9.6 The analysis provides examples of how the elements described in the previous sections can be brought together to create distinct landmark gateways or clusters to Manor Royal. Each takes the principles established for building design and use to create a coherent urban form, explores their relationship to open space and how this encourages its use and adds to the buildings setting (and value), the incorporation of sustainability criteria within the buildings and landscape, and the development of 'mixed' uses which are mutually supportive of the overall character of the area.



### Gatwick Road - Manor Royal Way Gateway Area (A)

9.7 As identified within the spatial framework for the Masterplan establishing landmark developments at the key gateways is vital for creating uplift in perception and value. The Manor Royal Way – Gatwick Road gateway is the most important arrival point when approaching from the motorway network and sets the tone for core area of Manor Royal.

9.8 This Gateway Area groups together the Thales East key site, Crawters Brook and the Manor Royal Fringe, it also includes long term opportunities along Newton Road.

9.9 The near term availability of the Thales site, longer term potential to intensify and change uses on other sites, and the presence of high quality provision at Pegasus Place and the Siemens building present an opportunity to significantly improve the gateway to Manor Royal.

9.10 A fundamental driver for change in this area should be the prospect to enhance access to Crawters Brook as the key natural open space asset, both in terms of providing leisure facilities but also an enhanced setting for commercial buildings.

9.11 To create a high quality business environment at this gateway and maximise the natural assets and sustainability potential the indicative layout plan establishes the following design and development principles:

1. Key frontages and building alignments (as shown by the blue dashed lines) are orientated to maximise southern solar gain and natural shading. This offers the potential for to incorporate photovoltaic technology within buildings and green/brown roofs. Buildings are also aligned to provide overlooking and frontage to Crawters Brook.
2. Creation of new cross-site pedestrian and cycle links increase permeability and link to the wider network, creating segregated and more direct routes. These can be linked to the colour coded routes seamlessly and provide distance/time information so they can be used as circuits
3. Landmark buildings are located to create focal points at the roundabout and along Crawters Brook to draw interest along the north-south vista and alignment of the improved Brook itself.
4. Crawters Brook is opened up and acts as the central focus for the axis of development, woodland will be actively managed to maintain an open aspect providing improved setting for buildings and encourage use by employees. The Brook itself will be augmented with new watercourses introduced for harvested rainwater, run off and treated grey water from the buildings to flow through the space and be collected in reed beds. The balancing pond becomes an attractive feature in its own right providing formal/informal spaces along it but also providing a valuable and visible ecological tool, enhancing biodiversity.
5. The introduction of new public open spaces within the area provide new opportunities for animation within Manor Royal, allowing a range of passive, active, transient and stationary activities to be undertaken.
6. The southern section of Gatwick Road within Manor Royal can be visually enhanced by setting development back from the road and revealing Crawters Brook from its canalisation. By introducing a series of SUDS, new planting and informal open space which aligned with new development frontages this disjointed area can make a much larger contribution to the quality of the gateway.
7. Future development to the East of Gatwick Road should enhance the setting of the existing Pegasus development through the quality and use of buildings and their alignment and relationship.

8. The former warehouse site located off Maxwell Way offers potential to introduce higher density residential uses in character with developments at the southern end of Tinsley Lane. This would provide a higher value land use which would facilitate the de-canalisation and landscaping of Crawters Brook.





## Glaxosmithkline – Faraday Road Opportunity Area (B)

9.12 This opportunity area groups together the key GlaxoSmithKline and BOC Edwards sites with longer term opportunities at Faraday Road and Manor Royal Way and also incorporates greenspace at Magpie Wood.

9.13 Whilst not forming a key 'gateway' opportunity when entering Manor Royal this area lies at the heart of the business district and represents the largest collection of potential development sites, combining the immediate and near term opportunities of the former BOC Edwards site and the GSK facility, as well as longer term opportunities along the northern Manor Royal Way frontage.

9.14 Shows how an area can be brought forward with the goal to create a homogenous character. Dealing with building alignment, mass and sustainable design, landscape treatment – both formal and natural, public space, routing and orientation; This cluster of sites and opportunities includes Magpie Wood as a significant natural green space which could provide a natural amenity space for employees within this part of Manor Royal.

1. The creation of a central space at the Manor Royal Way Faraday Road junction and the location of the Manor Royal business hub at this location would create a high profile and attractive heart for the business district. It would serve to integrate pedestrian and cycle routes and would ideally give priority to these over vehicular movements. Setting buildings back from the junction would provide a civic space, which will provide seating, a meeting place and a central heart and image to Manor Royal.

2. New routes created through and around the sites will connect and integrate with the existing network and colour coded routes which provide distance/time information so they can be used as circuits. Improvements to the GSK site layout enable a more direct cycle route to the east of Magpie Wood, providing a quicker and safer journey, encouraging greater pedestrian and cycle use.

3. Landmark buildings are located at key points within the area to provide height around the gateways and entrances and provide an improved presence for Manor Royal on Crawley Avenue. Building frontages and alignments (shown by the blue dashed line) address the major routes and provide natural surveillance, whilst also allowing the creation of public open space.

4. Through the introduction of a stronger management regime Magpie Wood should be returned to use as a public asset, providing informal space for employees. This would require some clearing of overgrowth (with any cleared wood used for the furniture/fencing) and the extension of the northern end to better address Manor Royal Way. To the south whilst part of the playing field is turned over for development, the remainder could be planted as an extension to the Wood or retained as open space. This open space could form a key element of the new 'circuit training' provision, linking to the timed (and coloured) routes and providing external fitness machines and challenges, which would provide year round use.

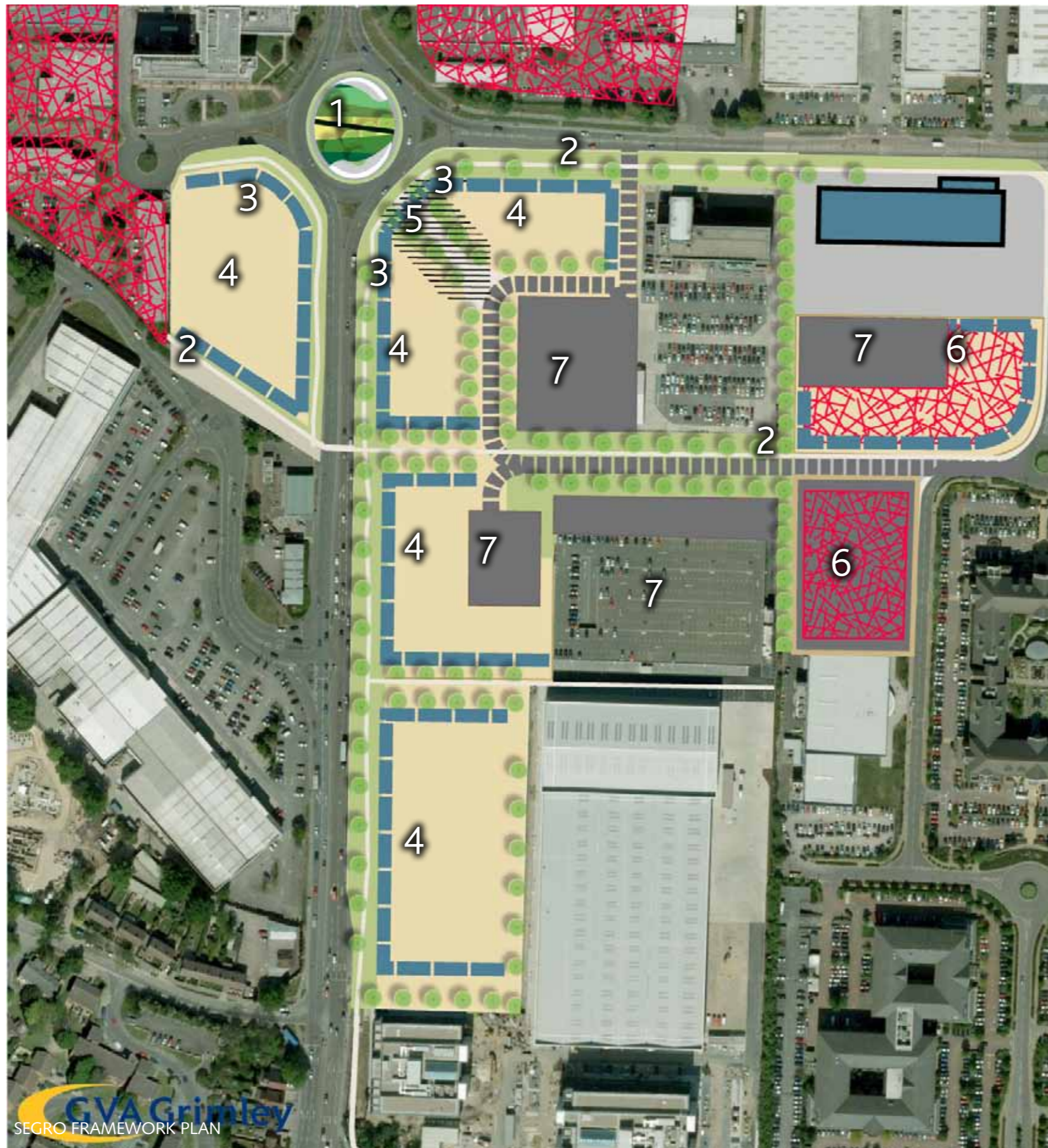
5. Bringing the GSK site forward in four blocks allows for a central spine to be created to which buildings can be aligned, providing an opportunity for a central space which gives a strong identity and street frontage to the developments. It also allows the site to come forward in phases rather than overloading the local market, encouraging the development of higher value uses in the longer term.

6. Parking can be kept to a minimum to encourage alternative methods of travel given close proximity to Fastway stops and cycle/footpath network to key residential areas. This allows the use of sites to be intensified with higher plot ratios enabling the incorporation of greater open space and planting. Parking is kept away from key routes to provide greater visual identity and massing and provide natural surveillance

7. Longer term the framework enables other sites to be brought forward in similar character to reinforce the design principles and create a coherent, high quality urban form at the heart of Manor Royal.







### Fleming Way - London Road Gateway Area (C)

- 9.15 The Fleming Way – London Road junction area is a key entrance to the business district, forming a key entry point for those arriving from north of Gatwick Airport or the west of Crawley.
- 9.16 This Gateway Area groups the key SEGRO West and Premiere House sites with remaining development opportunities within the Crawley Business Quarter and longer term development potential at Betts Way/Astral Towers and north of Fleming Way.
- 9.17 The combination of its high profile and available development sites offer immediate and longer term potential to raise the visual impact of the area on visitors and establish the design principles for the wider estate. The key priority in this area is the successful delivery of landmark developments on both the SEGRO and Premiere House sites which can quickly raise the standards in this area. In the longer term other sites to the north of Fleming Way and within Crawley Business Quarter will provide the opportunity to reinforce the principles established.
- 9.18 The following diagram establishes the indicative principles for development within this area and key considerations for development management.

1. The junction has been identified as a gateway roundabout and will be a site for new Manor Royal signage in an initiative led by the Council, this should be supported with exemplary landscaping and planting to establish the tone for the wider area.
2. The introduction of new access points and cross-site routes for pedestrians and cycles will enhance the permeability of the area and allow full integration of the sites into the wider Manor Royal network. More widely these links will improve access to the retail hub and link to the colour coded routes connect which will provide distance/time information so they can be used as circuits.
3. Development will be orientated to address the gateway junction with building alignments (as indicated by the blue dashed line) creating a critical mass and activity along both Manor Royal Way and Fleming Way. Landmark design and architecture will be incorporated with the potential to cluster tall buildings around the junction to reinforce the character created by Astral Towers.
4. Short term priorities for site delivery address the key routes and thoroughfares to create active frontages and natural surveillance (blue dashed line).
5. Architectural treatments on the entrance to the SEGRO site, such as an atrium for shade screens, combined with landscaped paving would create a dynamic entrance vista both in and out of the site.
6. Longer term development opportunities will integrate the gateway in to the Crawley Business Quarter in terms of quality of the built environment and by establishing new routes to link the two areas.
7. Reduced levels of parking can be established given the close proximity to Fastway stops and the cycle/pedestrian network. This enables sites to be developed at a higher density and creates space to incorporate improved landscaping and public areas, to meet this higher density decked parking should be encouraged to reduced land take. The development of parking should be accommodated within the building footprint (where viable) or away from major routes, enabling buildings to occupy and create active frontages and enhance natural surveillance.



## Encouraging And Achieving Change In These Areas

- 9.19 With no strategic land ownership in these areas and limited resources which preclude significant land assembly or compulsory purchase the Council and its partners will need to encourage development through the planning system in an efficient and effective manner.
- 9.20 Delivery of an improved arrival point at the identified gateways is complicated by the scale of infrastructure in place, fragmented ownership and the cost of clearing and redeveloping the sites given a number of sites have existing users or structures already. However the current built environment in these locations is weak, with stock which (over the plan period) is likely to come forward for redevelopment.
- 9.21 However their successful development is vital in creating an excellent 'first impression' on arrival at Manor Royal. Development which comes forward in these areas needs to be coordinated to provide 'exemplary' spaces, layouts and buildings which include a range of design features that set the tone and principles for the wider area.
- 9.22 Whilst the tools available to the Council are limited the deployment of an SPZ would create certainty in the nature of development which is expected in these areas and providing a framework within which individual land parcels can come forward to contribute to a wider uplift.
- 9.23 The Masterplan and SPD identify two Simplified Planning Zones. The first is located at the entrance point of Fleming Way – London Road, the second at Manor Royal Way – Gatwick Road. The two SPZs are recommended in these areas to catalyse development where it has the potential to make a significant impact on both the immediate SPZ area and the impression Manor Royal portrays to visitors.
- 9.24 At present it is not recommended an SPZ is brought forward for the GlaxoSmithKline-Faraday Road Opportunity Area. With both key sites (GlaxoSmithKline and BOC Edwards) currently seeking new owners and occupiers the opportunity exists to work through the standard planning process with owners and developers to secure a suitable solution. Should ongoing engagement with current and new owners not secure an appropriate solution through the development process the use of a development brief should be considered for the wider area.
- 9.25 An estate-wide SPZ is unnecessary given that there is not a significant requirement for major regeneration and redevelopment of many parts of the estate such as Crawley Business Quarter, Crompton Way etc. The deployment of SPZs is focussed on encouraging appropriate development into areas where development opportunities exist in the short to medium term and where landmark development has not come forward as a result of market activity alone.
- 9.26 Furthermore deploying an SPZ for the whole area would be relatively meaningless in terms of the mix of uses recommended in the Masterplan, requiring an SPZ schedule which would in effect permit all commercial land uses. This would reduce the ability to control development and zoning effectively or create an SPZ which is too complex to be practicable for either development management officers or developers/landowners.
- 9.27 The benefit of using SPZs within Manor Royal is primarily related to the creation of certainty, this reduces the cost and risk associated with planning applications. This has a number of influences on development:
- Encourages inactive land owners to become active as a result of clearer understanding of what needs to be achieved on a site.
  - Reduces costs of achieving permission therefore improving viability – this can lead to a willingness to incorporate higher cost design elements.
  - Clarifies relationship between sites and uses, reducing potential future 'conflict' and hence developer apprehension that their 'good quality' development will be undermined.
  - Identifies clear contribution requirements, enabling incorporation of open spaces, materials, sustainability features etc at design stage.
- 9.28 This reduction of cost and risk is vital to encourage developer activity within Manor Royal and to encourage high quality development given comparatively low values for B1 stock.
- 9.29 The creation of an SPZ is both a development management tool and a promotional vehicle that establishes a clear signal of the Council's commitment within Manor Royal to see new business development and supporting facilities and services come forward. The use of the SPZ as a promotional tool is important for not only demonstrating commitment to existing businesses but also in simplifying the process (and reducing the cost) for inward investors to locate at Manor Royal. In a highly competitive market the existence of an SPZ will be a key selling point for Manor Royal against other areas where normal planning procedures are in place.
- 9.30 Importantly the SPZ process is designed to achieve regeneration in areas where markets are weak or commercial stock is outdated, providing a tool which is suitable in times of economic boom or recession. Therefore an SPZ within Manor Royal has in-built flexibility which allows for the usual planning process to be used to assess applications which lie outside of the SPZ schedule. Whilst it is clearly preferable the SPZ schedule is followed it also enables Manor Royal to respond to future economic changes, accommodating other uses or activities in the future. However, it would be the responsibility of these alternate applications to make the case for why the SPZ should not be applied in this case.
- 9.31 It should be remembered however that SPZs are designed to work over the longer term (10 years) and therefore alternate applications should consider this whilst CBC will also need to consider the implications of permitting an alternate use to the validity of the whole SPZ over its life span.









# 10. Amenity & Support Facilities

- 10.1 The development of Manor Royal to accommodate increased office and value added manufacturing employment will mean that it is likely to have a significantly higher density of businesses and employment compared to the more mixed current provision.
- 10.2 This will exacerbate the existing deficit of supporting amenities for staff and businesses alike, and also increase the potential client base and raise their viability. Over the lifetime of the development of Manor Royal there is the potential to introduce two amenity hubs within the core area – one focussed towards business, the other towards leisure.
- 10.3 The development of these facilities will broaden the offer of Manor Royal to businesses and employees, improving its competitiveness with the premier business parks in the South East which all provide amenity facilities for their occupiers and the wider surrounding communities. This accords with the vision for Manor Royal in transforming it into a leading business location and will help drive its attractiveness to inward investors, raising the profile and performance of the sub-regional economy.
- 10.4 Whilst located within the Core Zone the new facility hubs should be located on key pedestrian and public transport routes which are accessible to the wider Manor Royal area, including the Northern Industrial Zone, Buffer Zone and fringe areas.

## Manor Royal Business Hub

- 10.5 The Masterplan has identified a need to introduce a range of services which are commonplace in a number of leading business parks but are lacking at Manor Royal and therefore weakening its offer to potential new occupiers.
- 10.6 The Manor Royal Hub should primarily have a business focus and bring together a range of services and provision in a mixed use scheme, key elements should include:
- A 'protected' workspace for businesses which are a vital part of the internal supply chain in Manor Royal such as printers, stationers, car hire providers;
  - Affordable small workspace for start up and micro companies;
  - Shared meeting facilities;
  - Banking facilities;
  - Convenience retail provision – including food and Post Office;
  - A restaurant or cafeteria; and
  - A central Manor Royal information point.

- 10.7 The development of a business-focussed hub of this nature will demonstrate a clear commitment to assisting businesses within Manor Royal and create a visible presence for a number of key small businesses which underpin the supply chain. It also gives some of these businesses a level of protection from being 'squeezed out' of Manor Royal as leases expire and developments come forward.
- 10.8 The provision of start up space will place small businesses at the centre of Manor Royal's activity and provide a platform for them to grow and develop as an integral part of the Manor Royal business community, closely tying future economic success to Crawley companies.
- 10.9 It will also develop a 'heart' for Manor Royal which actually benefits the occupiers much more than a solely retail or leisure focussed provision, creating business opportunities for smaller companies and developing a more sustainable pattern of growth.
- 10.10A key concern for standalone retail functions would be the limited market opportunity given the predominantly five day a week operational nature of the majority of Manor Royal businesses and the lack of passing trade at weekends. However having a Hub which does not focus solely on one use provides the ability to cross subsidise each element and develop a whole offer which generates sufficient returns to remain functional.
- 10.11In terms of a delivery and management structure it is likely to be appropriate that a special purpose delivery vehicle is created by the Council (such as a social enterprise or development trust). Such an organisation can operate on a different cost-return model to a private sector business, requiring a lower return to remain 'viable'. Furthermore a social enterprise has the ability to reinvest any returns back into the Hub or even the wider area reducing the requirement for the private/public sector to fund ongoing improvements and maintenance.
- 10.12Whilst the long term viability of the entity is likely to be justifiable it will require some level of pump priming or endowment from the public sector to secure a site premises either on a freehold or long leasehold basis. This may be repayable over the long run and therefore involve the public sector in providing 'patient capital' which (where a free or lease hold is secure) can be recouped through scaled rents as the entity becomes established. The most appropriate method for securing and funding land or building acquisition should form part of the detailed viability and business case development for the hub.



- 10.13 Given the close linkage between the Business Hub and the Manor Royal business community it will become the central point from which to provide information to businesses and engage them in the future development of Manor Royal. Increased engagement through the Hub could, in the longer term, provide a funding stream to support a dedicated Manor Royal co-ordinator to become a voice for Manor Royal and champion the needs of businesses.
- 10.14 Diversifying the role and function of the hub to provide a location for business support services will also broaden the public sector interests in the hub, potentially opening further funding and revenue streams to support its creation.
- 10.15 The location of this facility is vital given the mixed nature and the message its development will give to the rest of Manor Royal about the level of commitment to making Manor Royal work for businesses by addressing a number of identified existing deficits. Therefore a relatively high profile site will be necessary with enough capacity to accommodate the range of uses, with good road frontage and (ideally) located on existing public transport links.
- 10.16 These criteria lend themselves to sites fronting Manor Royal Way, where there is also potential to link to the cycle-path network which runs south towards the town centre and potential to open up, utilise and manage at Magpie Wood.
- 10.17 Whilst this would require active intervention to secure a site these may be available through the open market (most likely the BOC Edwards premises or part of the GSK site) rather than having to resort to a lengthy, complex and expensive compulsory purchase process. Given the pressure placed on securing the re-use of premises by the removal of empty property rate relief it may be possible to negotiate favourable terms for premises which have been vacant for a significant amount of time.
- 10.18 To increase its link to the history of Manor Royal there is the potential to link the hub at a high level to the industrial heritage of the estate, reflecting the history of flight and aviation services, this may provide a greater sense of character within the development.
- 10.19 The feasibility testing of the Hub should be led by Crawley Borough Council and its partners jointly. If expertise is available in house (business planning, surveying, business support, market knowledge etc) then Crawley Borough Council could undertake the work; however the majority of public bodies employ consultants to complete the work.
- 10.20 Similar work has recently (in the past 18 months) been commissioned to test feasibility and viability of hubs/hearts for Maylands Estate, Dacorum and the A127 Corridor, Basildon, Basildon Renaissance. We are also aware that Park Royal is also investigating how amenity uses can be delivered within the current industrial offer.
- 10.21 The expansion of the existing Basepoint provision alone is unlikely to meet the requirements of the Manor Royal Hub given its location and the need for the Hub to have a wider remit. However, through feasibility testing it may be that Basepoint as an operator provides a delivery mechanism for the Hub, although this should be tested independently alongside other options via the feasibility work.

### Manor Royal Leisure Hub

- 10.22 The second hub which could be delivered in the core area should have a different focus to the business hub and meet the potential shortfall in leisure amenities which have been identified through consultation. The hub should provide a wider range of facilities for employees for use within and outside the working day.
- 10.23 This provision should blend both formal and informal leisure opportunities to make the most of the capacity for Manor Royal to absorb a large scale built leisure facility but also open up its natural assets. This suggests a location which has a close relationship to Crawters Brook, but requires reasonable road access for those users which will visit the site outside of working hours. Therefore access from Gatwick Road or Newton Road is likely to be a pre-requisite.
- 10.24 Given the scale of Manor Royal there is the potential to accommodate a range of potential leisure uses, including gym facilities, five a side football centre or swimming pool. The final format would need to be carefully targeted to ensure it complements the provision already in the Borough, albeit currently not within Manor Royal itself. Whatever the final format is it should blend the needs of both the employees at Manor Royal as well as those of the wider Crawley community to ensure it provides a viable business model.
- 10.25 As employment grows there may be potential to provide further café facilities within this hub which are open to the wider Manor Royal community, however the phasing of this needs to be closely considered to ensure it does complement rather than compete or threaten the viability of other existing offers and sufficient workforce demand exists.
- 10.26 To encourage informal leisure users there is potential to use the leisure hub as a focal point for timed walking/jogging routes round Manor Royal to increase and encourage more active use of the public space and footpaths and assist those which already train at Manor Royal in their lunch breaks. It would also serve as a physical link between the leisure hub and the central business hub to ensure their offers work together and provide complementary offers.
- 10.27 Having considered the existing route structure we have identified the potential to create a series of six circular routes of varying lengths, as set out in the diagram opposite.

### Wider Potential Provision

- 10.28 Outside of the core area densities may not significantly alter and therefore enhanced amenity provision may not be supportable within the Plan Period.
- 10.29 Within the Northern Industrial Zone staff are currently reasonably well provided for in terms of access to food retailing, with walkable access to the small parade on Gatwick Road which accommodates two small sandwich shops alongside a nail bar and pizza takeaway.
- 10.30 However there are no other formal facilities and the access to what exists is complicated by the parking arrangements (especially at lunchtimes) as a result of poor access arrangements and informal long term airport parking.

- 10.31 It also lacks any informal amenity areas where employees can go during lunch breaks; however potential exists to open the northern end of Crawters Brook and also small scale green spaces incorporated in some other areas, such as the Gatwick Distribution Centre.
- 10.32 The opening of Crawters Brook from the north would allow easier access to any potential leisure hub development in the area and also provide a more pleasant and separated pedestrian route between the two locations away from general traffic, encouraging greater walking/cycling within the area.
- 10.33 Access to the business hub or other amenity provision within Manor Royal may prove difficult from this location without significant car movements so in the long run there may be potential to enhance the provision at the Gatwick Road parade. However this would have to undergo significant feasibility testing to justify what would be large scale reorganisation of land uses to accommodate growth.
- 10.34 As uses are further diversified within the Manor Royal 'fringe' areas further supporting amenity uses may be required, especially if residential provision is introduced around County Oak or the Tinsley Lane area. These facilities should be brought forward in line with key developments in these areas with their key focus being towards servicing these discrete elements.
- 10.35 Interest has already been shown in developing the retail offer at County Oak. In its present form this is unlikely to be of significant benefit to the wider Manor Royal area and focus more on serving residential areas accessible via London Road. The development of good quality hotel accommodation may be more appropriate on sites with good access to London Road given the short journey times to the Airport, Crawley town centre and the core business area of Manor Royal.



### Plan to illustrate existing walking routes

To encourage greater levels of exercise and pedestrian movement within Manor Royal the introduction and incorporation of clear, colour coded way-finding within the existing estate network would simplify routes and provide confidence for users.

These routes would be measured and timed to provide estimates of the distance and time each route takes to complete. These would be measured from a centre point (such as the Business Hub) and have set distances and times for their completion.

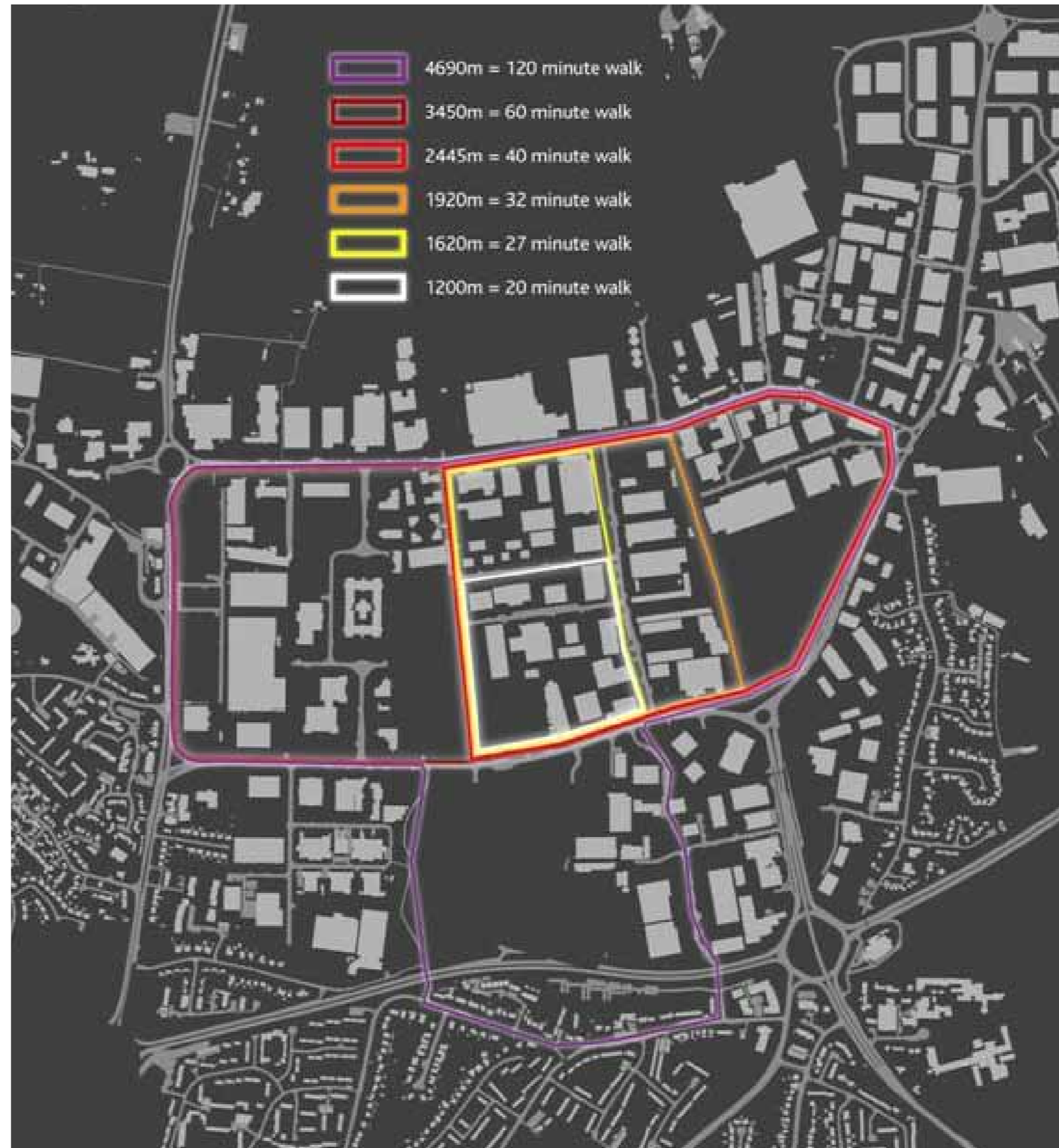
The routes cover most of Manor Royal and therefore provide access for the majority of employees. Information would be provided at each junction to identify route direction and distance, this allows the user to know that if they had been on the red path for ten minutes and come across the orange route, they would take 42 minutes to get back to your starting position.

By extending the route through the residential areas to the south, they can be used by a wider amount of people and also encourage greater 'in-commuting' via walking routes.

As new development comes forward these routes can be extended and added to as new pedestrian routes are introduced. If they prove attractive and successful it may be possible to extend the outdoors exercise offer by introducing exercise 'machines' or apparatus along the route to vary exercises such as pull up bars, step bars, or even the cycling and resistance machines).

The introduction of these routes will require provision of new way-marking signage within Manor Royal which, while requiring some standalone infrastructure could be included as part of wider signage upgrades and potentially incorporate the new brand colours as route definers.

Introduction of equipment would require larger investment in procuring and maintenance. This is likely to be a longer requirement and may provide an early project for any formal Manor Royal business grouping to consider.







POLICE SECURITY  
BEWARE





# 11. Business Engagement & Support

11.1 Beyond the physical interventions required to bring Manor Royal inline with other business park offers a range 'soft' interventions aimed at supporting and promoting businesses and the area itself will be required.

11.2 Some of these require bespoke solutions whilst others need to influence and direct the provision of existing services to maximise their impact within Manor Royal.

## Engaging businesses

11.3 Crawley Borough Council has undertaken several initiatives with businesses to achieve its regeneration, carbon and sustainability, and transport goals for Manor Royal. This provides an excellent platform for ongoing joint working and demonstrates the Council's commitment to the area and also the receptiveness of businesses.

11.4 Manor Royal businesses are actively engaged in and supporting a number of initiatives with the Council through a range of partnerships and representative bodies including the Local Economy Action Group, EASITCrawley, CADIA, the Sustainable Business Partnership and the Manor Royal Improvement Team.

11.5 A further indication of the commitment and willingness of businesses to engage in activities and partnerships that will improve Manor Royal has been the level of response received through the Masterplan consultation process.

11.6 However, during consultation the over-riding perception has been that engagement and support is currently disjointed and delivered via a bewildering array of agencies and strategic bodies. This is unappealing to the businesses at Manor Royal as it fragments assistance and provides no clear route to addressing their concerns or accessing help.

11.7 There is a perception that although there are some strong initiatives stemming from the Council, there is a lack of an overall vision or communication of a vision which draws together strands of support and coordinates delivery. Furthermore there was a sense that businesses didn't feel empowered to impact change beyond their immediate sphere of influence, removing their willingness to interact with partnerships which operate at a much more strategic level.

11.8 The Masterplan consultation involved a discussion of who should have responsibility for developing a joined up Vision for Manor Royal. Whilst the responses were mixed there was a general consensus that given their strategic remit it was ultimately the role of the local authority to develop a vision and strategy based on the needs of the businesses at Manor Royal with the ability for businesses to 'ratify' and sign up to it.

11.9 However, the key missing part of the equation is an appropriately empowered business representation vehicle which can be the touchstone for consultation and decision making and formalise the relationship between the Council and Manor Royal businesses.

11.10 The current partnerships and bodies are split in to two types. Firstly those which have a strategic focus and address economic issues at a borough or sub-regional level (such as CADIA or LEAG). Although these do address the issues and barriers facing Manor Royal they have a much broader focus which dilutes the representation of Manor Royal businesses and does not equip them to make change.

11.11 The second type has a much more thematic focus, which aim to address specific issues such as the need for business support (such as Business Link) or tackling environmental and sustainability issues (such as the Sustainable Business Partnership). This narrower focus, whilst helping businesses, again fails to provide a joined up approach to creating uplift within Manor Royal.

11.12 This range of bodies is complex and does not provide an appropriate and streamlined solution for agreeing and delivering change at Manor Royal. Instead the evolution of a clearly identified group that offers a singular representation of all the businesses at Manor Royal might benefit the both the Council's communication efforts and engender a greater feeling of belonging and community.

11.13 There are many options for the development of this group, but fundamental to this should be securing a representative voice of business. Therefore it may be beneficial for the group to be organised through automatic membership or a syndicate that allocated voting rights which have to be bequeathed to, or represented by, another member if the voter cannot vote or does not wish to. This could encourage wider interest across the estate.

11.14 Beyond the creation of a dedicated business group there is also potential to improve the Council's own communications strategy within Manor Royal, enabling better promotion of where Council initiatives are delivering change at Manor Royal. There is certainly no mechanism for providing regular updates to Manor Royal occupiers or providing a forum for receiving feedback on the issues which need tackling. This should be done in partnership with the business group to ensure solutions meet their needs.

11.15 Key steps to improving business engagement will include:

- Development of a formal, or potentially legalised, partnership between the business group and the Council with terms of reference and responsibility.





- Use the partnership to define the scope and role of individual members (both Council and businesses) and areas of responsibility at Manor Royal for public areas, waste management etc.
  - Identify a key theme or issue which all businesses face as a catalyst for engagement and participation with the business group and partnership, one suggested initial issue may be the improvement of sustainability performance of Manor Royal businesses.
  - Identify other key themes which jointly affect businesses at Manor Royal, this could include engaging with educational bodies to set up apprenticeship schemes, providing closer links between community policing teams to reduce incidents of anti-social behaviour, working with EASIT to achieve faster responses to highway repairs, or signposting key Council staff to tackle waste, maintenance or other issues more effectively.
- 11.16 More broadly the sub-regional strategy and issues will clearly have an influence on the ability of Manor Royal businesses to compete and grow overtime, therefore it is important their voice is heard at the more strategic level. Given the importance of Manor Royal in driving the sub-regional economy the business group should have direct representation and influence at the strategic level. This will help shape sub-regional policy and understand its impact on businesses and this key economic node.

### Engaging Gatwick Airport

- 11.17 In the future it is likely that specific effort be made to engage Gatwick Airport and its new management team in the growth and change at Manor Royal. The Airport (despite a weakening direct economic role) is still an important driver for business and infrastructure investment and as such its future business model will have significant influences on Manor Royal.
- 11.18 Successful engagement with Gatwick Airport is only likely if it is organised and informed with the full support of businesses at Manor Royal, therefore the business group will form a key tool in engaging the Airport.
- 11.19 The Airport offers a range of benefits for businesses, both those that directly serve it and those that have no obvious relationship, both groups feel they will benefit from increased business flights and suffer if a greater focus is placed on 'budget leisure' destinations.
- 11.20 Whilst the servicing relationship is weaker and the Airport has a reduced reliance on Manor Royal to maintain its functionality there may be new opportunities to maintain a relationship. The increasing pressure on carbon emissions reduction may present an opportunity to turn the 'served and servant' relationship on its head, or at best to make it mutually equal and interchangeable.

- 11.21 The airport will be eligible under the Carbon Reduction Commitment. It also receives a traditionally negative 'green' press from those who perceive air transportation to be carbon intensive. Meanwhile Crawley Borough Council has a target to be carbon neutral and Manor Royal has a series of existing buildings and a less than green profile which appear to pose barriers to reducing carbon emissions. None appear to offer an obvious solution to goal achievement in their own right.
- 11.22 However, taken together there is significant potential for a coordinated approach to improving sustainability through the development and joint investment (in the long term) in a waste to energy scheme.
- 11.23 In the scenario described in the Greening Manor Royal Report a waste to energy scheme provides a mechanism to reduce waste and offer renewable energy which results in carbon dioxide emissions savings. The Airport will have limited ways to reduce its emissions without connection to suitable renewable energy provision. An approach provided in close proximity at Manor Royal could unlock the potential for savings that would have a cost benefit to the Airport in terms of its CRC obligations and business public relations.
- 11.24 It would also improve the viability of the facility, which may not be achievable at Manor Royal alone, and provide cheaper energy and CRC saving to Manor Royal businesses.

### Supporting Business

- 11.25 Manor Royal, Crawley and the Gatwick Diamond more generally are undergoing significant change, whilst this change is for the long term good it can often be unsettling and present challenges for businesses in the short term. Support and advice structures need to be put in place to assist businesses through this period and equip them to harness the potential of the future growth of the sub-region for the benefit of their business.
- 11.26 As the focus for the sub-region is on the development of innovative knowledge-based industries support should also be focussed on identifying entrepreneurs and small businesses who are operating in these fields. Through the direction of SEEDA's innovation and growth team support service it should be possible to provide intensive support to Manor Royal's businesses to help drive their development and lead the growth of knowledge industries within the business district.
- 11.27 This support should also extend to the development of the existing green business support services to provide help and assistance to the existing business community to improve their environmental performance and meet carbon reduction requirements.
- 11.28 The targeting of this support should be steered through the business grouping, ensuring the services delivered are those which are of most benefit to the businesses demanding them. This would require active participation of Business Link with the group, or for the Council to provide a strong steer for Business Link on behalf of the group.

### Brand & Image



- 11.29 The Manor Royal Improvement Team have already progressed with the development of a Manor Royal 'brand', which includes a new web presence, brand identity and onsite signage. The existing branding and website development should be extended to provide a bespoke website which highlights the key strengths of Manor Royal, promotes the businesses within it and the planned changes and investments.
- 11.30 It should develop an up to date business directory to encourage greater levels of patronage for Manor Royal businesses and provide links to occupiers own websites to create a 'virtual' Manor Royal online. It should also provide a conduit for businesses to interact with the Council and highlight any issues they are facing which could steer interventions in the future.
- 11.31 The site could also be extended to provide an intra-net for Manor Royal occupiers which provides access to a range of support services through one simplified portal and highlight businesses within the estate which could provide vital supply chain components and professional service to encourage internal trading within the estate.
- 11.32 A communication strategy should also be developed which provides consistent messaging and branding for Manor Royal to be used to promote key interventions, good news stories and delivery to begin to change perceptions of the business district and build upon the strong individual corporate brand identities which exist within Manor Royal.
- 11.33 Whilst the Manor Royal brand should not seek to replace the strength of the individual companies it may be possible as greater involvement from businesses develops to get them to 'adopt' the brand as part of their corporate image on site. In many regeneration areas the inclusion of a simple logo or strapline (such as "proud to be part of Manor Royal") on signage or websites has done a great deal to raise the awareness of progress in the area.
- 11.34 As with all improvements and interventions at Manor Royal these supporting actions should be business led and focus on addressing the identified needs of the Manor Royal business community, otherwise their value and take up will be significantly reduced.

## Establishing The Business Group

- 11.35 The introduction of the projects and interventions outlined above are all designed to foster a greater level of engagement from local businesses and engender a sense of belonging and community within Manor Royal. This will support the long term success of Manor Royal and delivery of the Masterplan by developing support and ownership of future improvements and encouraging businesses and owners to remain and invest in the area.
- 11.36 However getting businesses to engage with the Council and delivery of the Masterplan priorities will be labour intensive, it will therefore require dedicated resource to ensure sufficient time can be invested in building relationships with businesses and demonstrating the value engagement can bring.
- 11.37 If the full range of recommendations and improvements are to be delivered with the engagement and support of business it is likely some level of dedicated resource be given to the securing buy in and achieving early win project success to demonstrate commitment. This will be best channelled as a representative or coordinator for Manor Royal who can act as the key point of contact between service providers and businesses.

- 11.38 A Manor Royal coordinator will need to fulfil two primary roles, firstly being able to 'sell' Manor Royal and the future vision to businesses and occupiers and unite them around the strategic direction. Secondly, they will need to coordinate and streamline access to existing services and support, providing a benefit to local businesses and make them feel engagement is worthwhile.
- 11.39 Having established a relationship with both businesses and service providers the coordinator will be in a position to drive the development of the business group, having identified where their key concerns are and how these can best be tackled.
- 11.40 As has already been highlighted the business community look to the Council to provide strategic direction and coordination within Manor Royal, therefore it is likely to be accepted that any Manor Royal coordinator has close links to Crawley Borough Council, however to provide a closer link to the business community it may be that management is delivered through CADIA.
- 11.41 The initiation and funding for the coordinator role should lie with either the Council or CADIA; this will require both a revenue budget to fund a dedicated post (which may be shared with other duties) and a small discretionary budget to enable the production of materials or delivery of small scale intervention projects to achieve progress in delivering the Masterplan.
- 11.42 In the slightly longer term the coordination and promotion role should be closely tied to the development of the Manor Royal business hub providing strategic leadership to deliver feasibility testing and initial delivery actions. In the long term the hub could provide an onsite base and also (once established) provide a potential revenue funding stream as part of the hubs commitment and wider role within Manor Royal, removing the burden from the public sector.
- 11.43 In broad terms delivery of this role could follow a similar model to EASIT, with the public sector providing up front funding to initiate the process with more sustainable funding streams developed in the medium to long term when a delivery track record has been established and businesses are more supportive.

## Importance & Delivery

- 11.44 In essence the Masterplan could be delivered solely as a land use planning tool with the wider recommendations not brought forward, however this would be contrary to the initial intention of the Masterplan and would miss an opportunity to achieve the full potential of Manor Royal and enhance its role within the Crawley economy.
- 11.45 It is clear from the qualitative summary analysis in Chapter Two that coordination of branding, support, amenities and occupiers is a fundamental activity in the leading business parks. It also features as a significant selling point for these parks, either in attracting large corporate occupiers or encouraging and nurturing the growth of small businesses.

- 11.46 The coordination role should be led by the Council and the business representatives (most likely CADIA); this is valid in the eyes of Manor Royal businesses given their stated desire (through our consultation) for the Council to take a lead in bringing forward a strategic vision and direction for Manor Royal. However, the coordinator shouldn't be viewed by the businesses as "someone from the Council" and may be best placed sitting with CADIA (regardless of how they are funded) to ensure they are seen to have a degree of independence. We would anticipate the role requiring the equivalent of 1-2 days per week.
- 11.47 Whilst there are a range of examples from business estates, most are linked to the property management function of the site owners, expanding the standard maintenance functions to provide support in other areas. Given the lack of a single owner the role envisaged in the early stages of development of a coordination function at Manor Royal is more akin to that of Town Centre Management (TCM) activities, where a public sector funded post works closely with the business community to improve the town centres.
- 11.48 Similar to a town centre situation the key early role will be to build consensus around the key issues to be tackled and demonstrating commitment to resolving these and delivering improvements.
- 11.49 Long term there is no guarantee that it will become fully self funded, however most TCM's are maintained by private sector support either through a BID or voluntary contributions with the Council still contributing as one of the partners. The key to securing self-sufficiency will be building the partnership over time so businesses are committed to it and appreciate its benefit. This will make it easier for a BID (or other mechanism) to be ratified, but should be driven by the businesses when they feel it is appropriate. Most BIDs have failed where a partnership is driven in this direction from the outset without appropriate consensus building up front.









# 12. Delivery Strategy

12.1 The Masterplan sets out a series of key considerations and interventions for the future development of Manor Royal, however the recommendations will be rendered meaningless without a clear and achievable set of delivery actions which show how regeneration can be achieved.

12.2 The Masterplan sets out a series of interventions which can be independently delivered but which will contribute to the achievement of the overall vision for Manor Royal and an uplift in the quality and attractiveness as a place to invest and locate.

## Importance of delivery

12.3 Having undertaken options testing of potential scenarios for growth and change and understood the potential of 'reasonable alternative' methods for achieving regeneration at Manor Royal it is clear that a combination of public and private sector intervention is required if all the ambitions of the vision are to be achieved.

12.4 Understanding this delivery relationship is fundamental to developing sound planning policy and meeting the requirements of PPS12. The delivery approach seeks to build on the policy direction of the Core Strategy and provide manageable and achievable interventions which will ultimately successfully achieve policy aims.

12.5 The public sector intervention will need to combine both the setting of a robust framework to direct future development and also the direct delivery of key elements that are unlikely to be delivered by the private sector.

12.6 Development and change at Manor Royal is most likely to happen on a site by basis, driven by lease terminations and breaks, therefore the main tool for the public sector to influence the nature of development and ensure it contributes to the overall vision is the development of a coherent and robust planning strategy and corporate approach which is formalised through the planning system.

12.7 Beyond this spatial 'zoning' element there are a number of discrete Manor Royal-wide interventions which can be delivered over time to secure ongoing change and regeneration.

12.8 The key elements of the coordinated strategic recommended delivery approach are:

- Development and adoption of robust planning policy guidance which sets key spatial characteristics for the core activity zones in Manor Royal;
- Development of a coordinated design and public realm framework for individual sites and strategic provision which is appropriate to the predominant uses of each character zone;
- Development of facilities to support small businesses to place them at the heart of the Manor Royal offer and protect the internal supply chain which include small space provision, onsite support services and shared meeting facilities;

- Establishment of base level sustainability criteria for new buildings and ongoing support for existing occupiers to improve their environmental performance;
- Pursuance of an estate-wide ESCO/MUSCO which links to other developments within the area to ensure critical mass for private sector partner;
- Establishment of an estate-wide set of transport priorities and travel plan to coordinate provision and investment; and
- Support for the delivery of greater amenity uses (both formal and informal) with direct delivery of open space access where required by land ownership.

## Nature of delivery

12.9 Delivery of the Masterplan will be primarily private sector led given the landownership pattern and the resources available within the public sector. The public sector will be required to take the role of a strategic enabler, providing the planning tools that create development certainty and continuing to invest limited resources in areas which help secure Business District-wide improvements and raise the wider quality of the area and its offer.

12.10 The nature of Manor Royal in terms of market performance, land ownership and private sector interest means that wholesale change cannot be achieved in one go. Instead Manor Royal will need to change incrementally over time with each investment, development and improvement contributing to the wider strategic target. The framework set out will mean that developments will need to consider their relationship to the whole business district and be viewed as part of the wider community rather than an isolated development.

12.11 From a freeholder perspective redevelopment will remain reliant on sites becoming available and closely tied to lease closures and break periods, as part of the forward planning and development management process it is vital these key potential release dates are understood for the key sites. This will allow for a clearer understanding of the potential phasing of development parcels and allow alignment with other planned developments across the Borough. From a forward planning perspective this will be a key task for the Council to undertake in partnership with landowners and local agents.

12.12 Private sector delivery will also remain value driven and therefore initial sites are likely to come forward in areas where values are strongest. It is important that as Manor Royal develops investments are made which strengthen the value base in both the core area but also begin to raise them in the peripheral parts to ensure high quality development is viable across the business district. Whilst the private sector is likely to deliver in the best areas, the public sector will need to provide up front investment in some of the weaker areas, raising the quality of the offer in terms of appearance, accessibility and amenity provision.



INTERVENTIONS	BUILDING ON THE UNIQUE BUSINESS AND PHYSICAL ATTRIBUTES AFFORDED BY ITS LOCATION AND HISTORY	DELIVERING A MODERN AND ATTRACTIVE SETTING FOR LEADING BUSINESSES	PROVIDING AN ENVIRONMENT WHICH SUPPORTS AND ENCOURAGES BUSINESS GROWTH	WORKING WITH THE MARKET TO PROVIDE AN APPROPRIATE RANGE OF PROPERTY	ACHIEVING AN ACTIVE AND DESIRABLE WORKING ENVIRONMENT	ENCOURAGING MORE SUSTAINABLE BUSINESS PERFORMANCE AND PRACTICE	ENGAGING OCCUPIERS IN SETTING AND MANAGING THE FUTURE DIRECTION FOR MANOR ROYAL
DEVELOPING THE PLANNING POLICY FRAMEWORK	*	*	*	*	*	*	*
DELIVERY OF KEY SITES	*	*	*	*	*		
CREATING THE HEART	*	*	*		*		*
ENHANCING THE QUALITY OF PLACE & ACCESSIBILITY	*	*		*	*	*	
RAISING THE IMAGE & PERCEPTIONS OF MANOR ROYAL	*			*	*		
SUPPORTING & ENGAGING BUSINESSES	*		*				*
IMPROVING SUSTAINABILITY	*	*				*	
CULTURAL ORGANISATION	*		*			*	*

12.13 Given market conditions, the relatively low value set and the consequent downturn in interest in development at Manor Royal the market is unlikely to deliver all the changes needed to raise Manor Royal's game. Therefore public sector investment will be required to deliver key pieces of infrastructure which will pump prime the change perception of Manor Royal. This will include:

- Greening and environmental improvements;
- Road and footpath enhancements;
- Support services and amenities; and
- Promotional and branding activity.

12.13 Given market conditions, the relatively low value set and the consequent downturn in interest in development at Manor Royal the market is unlikely to deliver all the changes needed to raise Manor Royal's game. Therefore public sector investment will be required to deliver key pieces of infrastructure which will pump prime the change perception of Manor Royal.

12.14 In the short term these public sector investment should focus on the key elements which affect existing businesses cost base and reduce the attractiveness of Manor Royal as a location for inward investment. Initial interventions should include:

- Continued investment on improving the 'appearance' of Manor Royal through ongoing road surfacing improvements (WSCC), enhancement of the public realm (CBC/WSCC), continuation of

homogenous signage strategy (MRIT), and promotion of Manor Royal's existing strengths (CBC/CADIA);

- Furthering the provision of a multi-use Manor Royal hub which focuses on meeting the needs of business in terms of meeting space, targeted retail, support services through feasibility and business planning and site identification and (potential) purchase (CBC, CADIA, MR Business Group);
  - Introduce informal leisure amenities such as further opening of Crawters Brook, opening of pockets of green space within business cluster, and the provision of signed and timed walking/jogging routes (CBC, landowners, Groundwork).
- 12.15 Longer term ongoing improvements and changes must still be primarily led by and focussed on the business community otherwise the full potential of Manor Royal is unlikely to be reached. Therefore a single mechanism for uniting business interests and providing a drive for change at Manor Royal needs to be established or evolved from the existing partnerships or associations (the development of a Manor Royal Business Group).

12.16 This Business Group should, over time, have ultimate responsibility for shaping the future interventions made at Manor Royal, giving ownership of the business district back to the businesses that make it successful. Whilst likely to be informal in the first instance and require public sector support it offers the potential to evolve into a more formal body which can be more directional and involve itself in direct delivery and revenue raising. For example this could form the basis for a future Business Improvement District partnership if common issues and solutions identified justified such a requirement.

### Intervention Themes

12.17 The table identifies the key elements of the delivery strategy and shows their relationship to the objectives set out within the Masterplan.

12.18 The remainder of this section provides more detail on each delivery intervention theme and the projects and tasks which will contribute towards them.

### Resources

12.19 The delivery strategy must focus on maximising the impact of limited public resources to catalyse and deliver change within Manor Royal and therefore needs to be closely aligned with the intervention themes. Whilst resources may not be substantial there are a number of tools which the Council and its partners can deploy

- Section 106 receipts (s106) – although it should be noted these can only be used to offset impacts of specific development;
- Community Infrastructure Levy (CIL);
- Local Authority Business Growth Incentive Scheme (LABGI);
- Central Council resources;
- Other public agency central resources – WSCC, SEEDA, Business Link;
- Activity specific resources through SEEDA, Business Link, Sustainable Business Partnership, plus bodies such as SUSTRANS; and
- Business Improvement District Levy or Supplementary Business Rates.

12.20 The majority of funding sources have clearly defined uses, such as resources available from County level to address highway conditions and other agency resources such as Business Link funding to deliver a 'set package' of business support. Greater discretion lies in the deployment of developer contributions, LABGI receipts, central CBC resources and any future (potential) BID levy.

12.21 The use of s106 and CIL are inevitably tied to the development of sites within Manor Royal and therefore are closely aligned to delivering improvements which involve the provision of infrastructure to improve the setting of these sites. Therefore these resources should be focussed on delivering the package of estate-wide infrastructure and public realm improvements identified within the Masterplan which align with development sites.

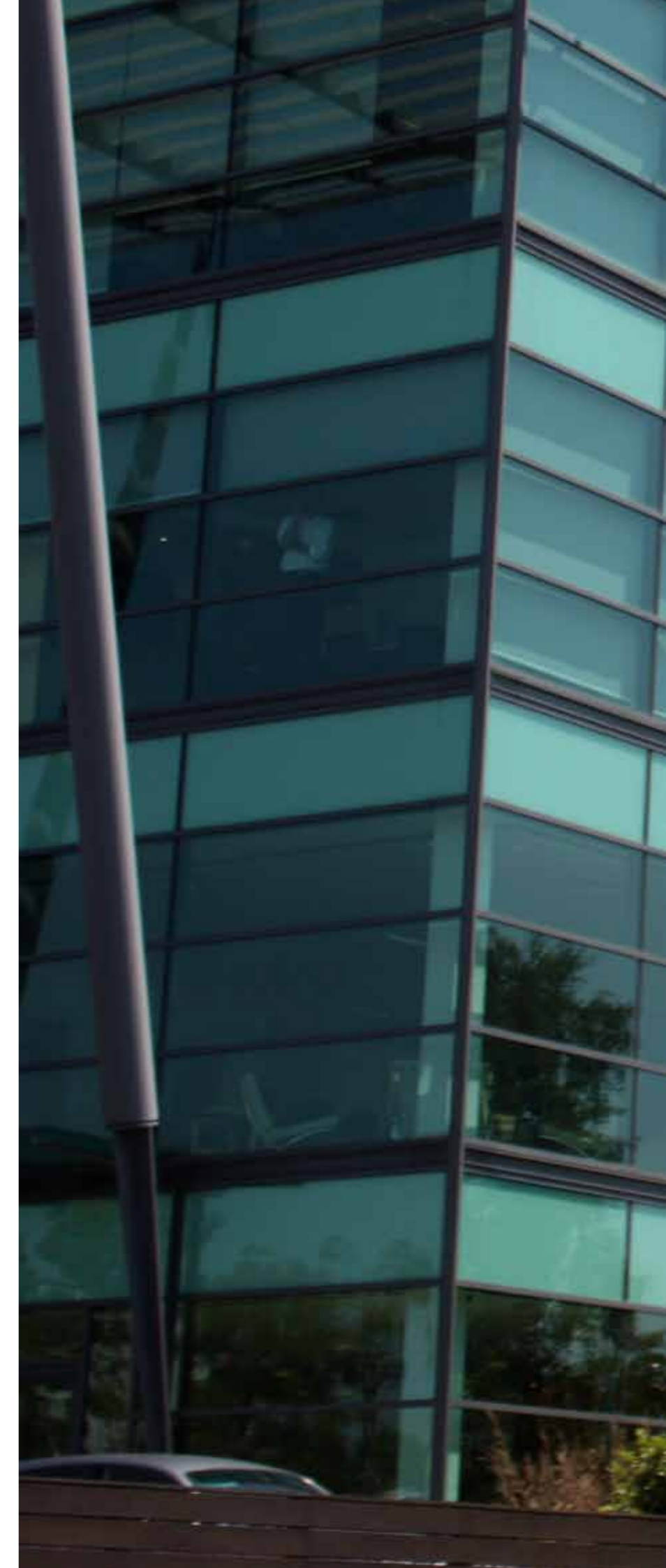
12.22 Importantly these are unlikely to be available at the same time; with CIL scheduled to largely replaced s106 should the current government retain power at the next election. Should government change, developer contribution mechanisms are also likely to change, with Conservatives currently advocating a tariff based system.



- 12.23 A package of improvements should be identified and prioritised which form the basis of future CIL strategy and calculations based on the scale of resources likely to be available in the wider Borough-wide priorities.
- 12.24 LABGI funding is awarded as a function of increases in the business rate base and therefore the level of award cannot be guaranteed, however as an indication Crawley was awarded £50,000 for 2009-10 with an equal amount awarded to West Sussex County Council.
- 12.25 Given the dominant role played by Manor Royal within the local economy there is a strong case for reinvesting future LABGI receipts in to Manor Royal to increase the attractiveness of the area, encourage business investment and growth, and ultimately raise the business rate base further, creating a virtuous circle.
- 12.26 Whilst the future of LABGI is yet to be determined (with neither the current government or its rival parties committing to its maintenance or deletion) should the scheme continue receipts should be focussed on delivering 'softer' elements of the Masterplan which infrastructure related or central funding will not address. These should include financing the detailed feasibility testing of the Hub, delivering signage improvements, increasing web presence, and matching business support funding to enhance provision in Manor Royal.
- 12.27 In focussing the spending of any LABGI receipts they should ideally have further positive impacts on the business rate tax base by encouraging greater business activity, creating a virtuous circle which maintains the level of receipts year on year.
- 12.28 Council central funding should seek to add to any LABGI receipts in delivering key interventions and match funding other agency resources to increase provision or provide a focus at Manor Royal. This should include ongoing officer time to bring forward projects and priorities and facilitate the development of a Manor Royal representative group.
- 12.29 In the current economic climate BID levies or Supplementary Business Rate Levies (once formally adopted as legislation) are unlikely to be popular with the business community and have an adverse effect on the commitment of businesses to Manor Royal. This risk is increased where there is little active business engagement at present and both would be seen as imposed by the public sector. However through the development of the business group it may be over time businesses see the additional benefits a tax levy would deliver for their business environment and be more receptive or even lead the development of a BID.

### Why Invest & Intervene?

- 12.30 Manor Royal is in many respects a successful business location, with a range of businesses employing a high number of people. However, it is currently losing pace with competitor locations and failing to attract high quality occupiers in knowledge intensive activities.
- 12.31 The success of the Crawley economy is fundamental to the achievement of aspirations for the Borough to develop as a leading regional economic, leisure and residential hub for the South East region. As the premier business location within Crawley a successful Manor Royal in the future will play a leading role in creating a successful and sustainable Crawley, in essence a successful Crawley needs a thriving Manor Royal.
- 12.32 As has been demonstrated through the Masterplan the private sector has not proved able to deliver the scale and nature of change required at Manor Royal to create a step change in its offer and attract higher value activities. Without this change Manor Royal, and hence Crawley will struggle to provide employment opportunities for residents and reduce the attractiveness of the area as a place to live and invest.
- 12.33 The weaknesses which restrain Manor Royal when compared to other leading business parks will not come forward without public sector support and encouragement, yet are vital for encouraging inward investment, supporting entrepreneurship, improving perceptions, engaging with occupiers, and increasing environmental and sustainability performance. These improvements will raise property values and enable the private sector to play a fuller role in delivering physical change on a site by site basis.
- 12.34 Failure to achieve change at Manor Royal is likely to see further stagnation of its offer and further weakening of its ability to attract new private investment and occupiers. This would significantly harm the future potential of Crawley and fail to maximise the potential of its location, growth focus and existing business base.











# 13. Delivery Actions

## Developing The Planning Policy Framework

13.1 Fundamental to delivering change at Manor Royal is the adoption and implementation of a robust and positive planning policy approach. This Masterplan provides the basis for adoption of a comprehensive set of planning policies and guidance for Manor Royal through an associated SPD as part of the LDF suite of documents.

## The Appropriate Planning Policy Approach

13.2 The key tool for the public sector to influence the future direction of Manor Royal is through the development of robust planning policy which sets out clear recommendations for the future nature of development and provides certainty for investors and occupiers for the life of the Plan Period.

13.3 Whilst the existing Crawley Core Strategy is under review there are no proposals to alter the employment policies significantly, meaning future guidance for Manor Royal needs to sit beneath the updated policy MC1 rather than lie within the Core Strategy itself.

13.4 Given the level of detail and range of policies required to guide future growth and development at Manor Royal additional planning guidance is more appropriate than enhancing policy within the Core Strategy. The Core Strategy is intended as a high level spatial planning document, setting the principles of growth for the whole Borough, therefore incorporation of detailed site specific policy is not appropriate or desirable.

13.5 The requirement for policy direction beyond that which is achievable within the Core Strategy can therefore be contained within either a Supplementary Planning Document (SPD) or Area Action Plan (AAP). The purpose of a SPD is to provide more detail and amplify policy within the Core Strategy, whereas an AAP is focussed on developing policy for a geographic area where major change is expected or it is subject to conservation.

13.6 The proposed revisions to Policy MC1 will provide a clear set of objectives for development at Manor Royal in the future which do not require further augmentation. Therefore there is sufficient policy basis existing from which to develop a SPD to provide more detail and clarification, there is little need for new policy to be developed therefore an AAP would not be appropriate in this context.

13.7 Furthermore wholesale change and regeneration is not required at Manor Royal as, whilst enhancements are needed, it currently meets the needs of a number of businesses and functions well as a business location. There is also a commitment for development from the private sector which indicates that whilst development may need 'controlling' to ensure it maximises its contribution to Manor Royal intervention and direction at a site specific level are not necessarily required.

13.8 Given the required level of intervention and policy guidance required and the level of interest demonstrated by the private sector an AAP is likely to be too prescriptive, requiring policy at a more site-specific level and restricting the freedom of the private sector.

13.9 The adoption and deployment of an SPD will allow the setting of estate-wide policy which provides certainty for the future whilst maintaining the flexibility at a site specific level to encourage the private sector bring sites forward.

## Use Of Simplified Planning Zones

13.10 Simplified Planning Zones are areas within which planning permission is granted as part of a scheme for defined types of development. The role and function of a SPZ was set out in detail in PPG5 (November 1992) and are identified as a 'weapon in an authority's potential armoury to help secure development or re-development in parts of their areas'. SPZ's are appropriate in older urban areas where there is a particular need to promote regeneration and encourage economic activity. The designation of an SPZ provides its effect through the grant of planning permission for the types of development it specifies subject to any conditions or limitations that may be attached. The extent of the permission can be wide ranging to encompass major developments as well as more modest infill and changes of use. It cannot grant permission for any development that would normally be subject to an Environmental Impact Assessment Any conforming development within ten years of the SPZ scheme does not require a separate planning application.

13.11 PPS4 Planning for Sustainable Economic Growth (December 2009 re-confirms the use of SPZ's as part of the economic development suite of tools at policies EC2 and EC5. PPG5 is to be re-issued as practice guidance. Examples of SPZ schemes in locations similar to Manor Royal that have been adopted recently include Slough Trading Estate (November 2004) and for Heywood Distribution Park in Rochdale (October 2009).

13.12 The SPD which supports this Masterplan identifies and recommends the creation of Simplified Planning Zones for two particularly key gateway areas within Manor Royal:

- Manor Royal Way and Gatwick Road
- Fleming Way and London Road

13.13 It also identifies the potential to create an SPZ around the GSK – Faraday Road area to secure its appropriate development. However, this should be a long term possibility used only if appropriate development cannot be secured through the standard planning process or partners cannot agree a development brief.

13.14 The purpose of designating these two definite locations as SPZ's within Manor Royal is to help foster future development proposals for B-Class, C1 and D2 developments that would make significant and appropriate contributions to the role and function of Manor Royal and support the enhancement of these key gateway locations efficiently.



13.15 The creation of an SPZ is both a development management tool and a promotional vehicle that establishes a clear signal of the Council's commitment within Manor Royal to see new business development and supporting facilities and services come forward. The SPZ can be utilised in tandem with the Masterplan/SPD as a whole to emphasise the facilities and services available to businesses within Manor Royal including the role of local business support representation and advisory mechanisms, the investment and development programme and arrangements for handling remaining evidence or consent requirements (such as Building Regulations).

13.16 The SPZ provides an opportunity to reduce the time and cost burden of planning applications for conforming uses within these areas (both for the developer and for the Council's Development Management officers) and should result in a more efficient and swift implementation of suitable development proposals.

13.17 In confirming the creation of the two SPZ's the Borough Council will effectively need to prepare and adopt two Simplified Planning Zone Schemes that confirm the appropriate land uses, design parameters and flexibilities and conditions or limitations and ensure that the development of the two SPZ's is included within the wider suite of Crawley Borough's LDF Development Plan Documents.

13.18 Formalising the SPZs into planning policy should be straightforward and require relatively little primary work by CBC given the base information and evidence being in place via the Masterplan and SPZ. A schedule will need to be developed which sets out the SPZ scope and criteria and a precise red line boundary drawn; it will then require legal sign off and a six week public consultation before adoption by the Council. This can be carried out prior to (or in line with) the Core Strategy Review and take approximately 3 months. If both were commissioned for external consultants to prepare and take through to adoption we would anticipate a total budget of £25-30k.

### Creating The Heart

13.19 The successful delivery of the identified Manor Royal Hubs will require two different (but interlinked) workstreams, the first creating an effective delivery mechanism which can oversee their development and secondly the development of the physical facilities themselves. These are likely to run parallel and be informed by each other.

13.20 The identified Manor Royal Business Hub should form the priority for this workstream given its prominence in demonstrating active support for the Manor Royal business community and the wider benefits facilities provision will have on the local economy. Delivery of the Leisure Hub whilst beneficial is comparatively less important and has the potential to be a purely private sector led initiative.

13.21 The key stages of delivery are:

1. Establish a lead party to undertake detailed planning of the Hub's offer and full feasibility testing and assessment, this have a strong synergy with the Manor Royal coordinator role. Given their strategic view and direction responsibility would best be placed with CBC and CADIA – supported by other members of the Manor Royal Improvement Team;
2. Part of the feasibility testing should include the creation of 'virtual' hub, which maps existing facilities and support available within and to Manor Royal and presents them via a dedicated Manor Royal website. To achieve this partners should undertake:

- a. A survey of existing businesses with conference suites or meeting rooms to determine under-use or availability. This could lead to a centrally managed calendar or booking system available on a Manor Royal webpage or intranet which could allow businesses to book rooms.

- b. Development of a membership scheme between existing hotels with leisure facilities which can offer all employees at Manor Royal discounted access for use of facilities. This could be sponsored through employers and offered as a company perk.

- c. Coordination of public sector business support and identification of key supply chain and service companies which can support occupiers.

- d. These measures are used in the short-term to identify and better define the real demand for a new build or centralised new business hub or amenity space.

3. Once demand has been established for elements of the Business Hub a formal delivery vehicle should be established which can drive the development of the physical hub provision as identified through the feasibility testing.

- a. Whilst the legal form of the vehicle should respond to the needs identified through feasibility testing we would expect it to be constituted as a 'third sector', options which should be explored are a Community Interest Company, Company Limited by Guarantee, Development Trust or Charity.

- b. Development as a CIC would provide the vehicle with maximum flexibility, allowing it to exploit the entrepreneurial benefits of a private company but also able to access public sector funding and operate on a lower cost-return basis to remain viable. Furthermore assets can be tied into the "community interest" clauses in articles of association to ensure investment is retained within the CIC or passed to similarly constituted bodies.

- c. The delivery vehicle should be steered by a partnership board consisting of CBC, Business Link, SEEDA, CADIA, Federation of Small Businesses and direct representatives of the local business community as appropriate (possibly via a representative from the business group).

4. Given the significant levels of vacant buildings within Manor Royal short to medium term opportunities may lie in the conversion of existing premises into a suitable hub. Whilst much depends on the nature of the building and some compromises may need to be made, this may provide a lower cost option than securing a site and undertaking a new build. Any building considered should be:

- a. Accessible from the public transport/pedestrian/cycle network;

- b. Able to accommodate a range of flexible spaces; and

- c. Located at a prominent location close to the centre of Manor Royal.

5. Even with the development of an existing building achieving the long term aims is likely to require the development of a bespoke facility which can provide the full range of facilities required by local businesses. This would not only provide greater support to businesses but also diversify the offer and increase the viability of the hub through cross financing of elements. Ideally we recommend a suitable site is found close to the Manor Royal Way – Faraday Road junction, at the cross section of public transport and pedestrian/cycling routes. Accommodation within the future redevelopment of the GSK site or north of Manor Royal Way would allow the Hub to set the tone for wider redevelopment and incorporate elements of open space. This could also be co-located with an energy centre to demonstrate the business district's commitment to achieving higher levels of sustainability.

13.22 Feasibility testing and coordination of the 'virtual hub' should be a priority for CBC and its partners and therefore should be resourced from available public sector funding. This will primarily require the use of CBC central funds to fund further research and officer time to work with business to identify existing capacity and requirements, this should form a key role for the Manor Royal coordinator.

13.23 Having established the strategic case and need for the development of a Business Hub a detailed financial feasibility study for the development of a Business would cost in the region of £20,000.

### Enhancing The Quality Of Place & Accessibility

13.24 Improving the quality of place is fundamental to improving the attractiveness of Manor Royal and increasing rates of business retention and inward investment. Key elements of this are the improvement of public spaces, improved signage and legibility, highway and pedestrian improvements.

### Improving Public Realm & Open Spaces

13.25 Improving the public realm is a vital component of achieving an uplift in the quality of place. Overtime interventions need to include improving the road and pavement treatments, structuring planting along key routes and managing development proposals to ensure they provide contribute to the wider appearance of the area.

13.26 The main mechanism for achieving the uplift in the public realm will be through the adoption of policies within the SPD and ensuring developments conform to the broad principles of the Masterplan through development management decisions.

13.27 Where development will not deliver improvements these will need to be facilitated and delivered by the public sector, therefore CBC will need to work closely with WSCC to identify funding for highway works, and seek to deploy CIL funding to provide key pieces of infrastructure.

13.28 Priority interventions should be:

- a. Landscaping design improvements at key gateway roundabouts and junctions (Gatwick Road flyover, Gatwick Road – Manor Royal Way, London Road – Manor Royal Way, Fleming Way – London Road);

- b. Structure planting and landscaping along boundary routes to create screens between character areas; and

- c. Structure planting to reinforce character of Core Business Zone along Faraday Road, Newton Road, Kelvin Way and Kelvin Lane.

13.29 Crawters Brook provides the main opportunity for delivering open space within Manor Royal independent of other development sites coming forward. Work already undertaken provides a small open space to the south of Crawters Brook, the next stage should be to investigate the potential to open up the wider area to provide informal leisure space and walking routes away from the main traffic thoroughfares.

13.30 Magpie Wood should be brought forward as part of the GSK site development to become a key contributor to the design and appearance of the key development zone, providing informal space for employees and a visual barrier between uses to create a natural break in the built environment.





13.31 The Council may need to take on the ongoing management of the Wood to ensure it is maintained as an open space, this could then link to the development of the Manor Royal Hub.

13.32 Long term there is the potential to introduce a new linear open space within the Core Business Zone, connecting Crawley Business Quarter to the Faraday Road area. However, this would be contingent on development coming forward in this area in a form which could enable space to be created for new green infrastructure.

### Signage & Legibility

13.33 The development of a consistent set of signage within Manor Royal is a key element of improving the permeability of the site and increasing its functionality as a business location. The detailed planning of sign and wayfinding should be subject to separate research however there is a clear hierarchy of signs which should be developed in a consistent brand (more information on the brand is contained below).

- a. Strategic road signage – work should be undertaken with WSCC and the Highways Agency to improve signage from the strategic road network, particularly Junction 10 of the M23 which should specifically identify it as the access point for Manor Royal.
- b. Approach road signage – a consistent reference should be made on all junction signage which directs traffic to Manor Royal, in particular routes heading north from the town centre and south from Horley/Gatwick.
- c. Arrival signage – Branded signage on key arrival roundabouts are currently being implemented, alongside these should be good quality landscaping and an ongoing maintenance plan.
- d. Directory signage – Directory/map signs should be located close to key arrival points with sufficient space for HGVs to pull off the road to read so traffic flows are not inhibited.
- e. Local road signage – signage within the Business District is uncoordinated and detracts from the creation of a homogenous identity for Manor Royal,

this should be altered over time to support the wider brand development. A first step will be the removal of all inconsistent or 'old' name signs which remain within the business district.

### Highway Improvements

13.34 Transport considerations have both informed the development of the Masterplan and outlined how its impact could be managed, including through better public transport integration (e.g. promotion, EASITCrawley), improved walking/cycling infrastructure and, finally, through selected junction capacity enhancements.

13.35 The mechanisms for delivering this infrastructure will depend on the planning approach being developed in implementing the Masterplan which is considered elsewhere in this report. However, from a transport perspective, it is anticipated that those local improvements would be delivered as and when developments come forward in the planning process. This would include the cited improvement to the Faraday Road and Newton Road connections with Manor Royal.

13.36 A greater regulatory steer will be required in respect of funding the major physical intervention necessary to deliver the Masterplan vision. In this category are the Manor Royal / Gatwick Road junction improvement as well as the pedestrian/cyclists enhancements, both of which will benefit the whole Manor Royal Estate. A contribution-based approach would offer the most practical way to fund such improvements, for example through a business levy or formal SPD directing future developments. This may require initial funding from the local authority, however.

13.37 In terms of public transport and sustainable modes and the promotion of sustainable modes of transport, the continued support by businesses of the EASITCrawley initiatives is encouraging and this initiative needs to continue. Further buy-in by businesses into a framework for managing travel demand could be achieved by requiring new developments to implement green travel plans as part of variations or new planning applications. Whilst this practice may already be in place, some institutional stewardship of this process may be required to ensure commitments do materialise.

### Pedestrian & Cycle Improvements

13.38 The key findings of the pedestrian and cycle audit provide the key guide for future improvements to Manor Royal. It is understood that WSCC have provided some initial funding to some of the road surfaces, however, the audit has revealed other elements where investment (e.g. lighting, cycleways) could be facilitated through future development on Manor Royal. Key improvements include:

- a. Poor lighting;
- b. Alignment of pedestrian crossings with key routes;
- c. Poor surface quality;
- d. Security and overlooking; and
- e. Lack of cycle facilities.

13.39 Addressing these measures have the potential to establish Manor Royal as a more pleasurable environment for pedestrians and cyclist, not simply those which choose to commute to/from work but those which travel within Manor Royal during the day. In turn, this will contribute to maximising the mode share for sustainable modes and minimise the impact of car-borne traffic from existing and new developments.

13.40 As a key element of the public realm of Manor Royal and therefore the overall appearance and marketability of the business district addressing and improving pedestrian and cycle provision should be fully integrated into public realm improvements across Manor Royal.

13.41 Elements of the improvements can be delivered through site and area redevelopment, such as improvements to the north south route passing Magpie Wood, which can be incorporated within the redevelopment of the GSK site and as such can be funded through development contributions. However more strategic elements will require direct delivery and public sector funding or matched funds.



13.42 The delivery of the colour-coded 'timed' walking routes will provide an early win in increasing pedestrian movements within the area by increasing confidence in the length and security of routes. The routes need little development and therefore can be promoted and encouraged through existing mechanisms such as EASIT and the Manor Royal HR forum immediately. As wider investment is made in the public realm these routes can be extended and enhanced with signage delivered in line with the wider way-finding strategy.

### Raising The Image & Perceptions Of Manor Royal

13.43A significant amount of work is already being undertaken to develop a brand and identity for Manor Royal through the development of new 'arrival' signage and the introduction of a Manor Royal website.

13.44 Work to further develop awareness of the brand requires the following tasks:

- a. Incorporation of the brand identity on all signs and promotional literature;
- b. Coordination of business support mechanisms under the Manor Royal brand;
- c. Incorporation of Manor Royal brand within company signage; and
- d. Work with existing business to identify champions who can promote Manor Royal within the business community.

13.45 Beyond physical deployment of the brand a standalone web presence should be developed which can act as a promotional tool to businesses and investors and should include the following elements:

- a. Sites and premises database;
- b. Business directory;
- c. Strategic advantages of locating at Manor Royal;
- d. Promotion of the future growth plans;
- e. Economic potential; and
- f. Existing flagship occupiers.

13.46 A good example of a business estate website which promotes the strengths of the area and future growth potential is Slough Trading Estate (<http://www.sloughte.com>), development of a website which incorporates the best elements of this example would provide a good platform for promoting Manor Royal.

13.47 To assist with future planning of Manor Royal and to identify opportunities for development and regeneration and potential threats to the economic foundation of the area it is recommended that the Council work with businesses to establish a clear schedule of business lease lengths including rent review periods and break clause dates within the Manor Royal Sites Database. These are critical points for most businesses in making future plans for further investment, relocation or indeed to dispose of a particular asset as they represent opportunities to re-assess property and business requirements and fit these to business ambitions without financial penalty for breaking lease terms or covenants.

13.48 Consistent messaging and use of the emerging brand identity across all media will raise awareness of Manor Royal and assist in the development of a more coherent offer and recognition of ongoing physical improvements in terms of creating a sense of place.

### Supporting & Engaging Businesses

13.49 Soft support for businesses will be as important to the ongoing success of Manor Royal as physical development and improvement. Working with partners a coordinated offer needs to be in place for Manor Royal businesses across all themes.

13.50 The initial step will be to draw together work with existing delivery bodies to map existing support which can be deployed to Manor Royal businesses; this should include offers from Business Link, SEEDA, West Sussex Sustainable Business Partnership and UKTI. This should then be promoted to businesses in a simplified format which makes it more accessible and attractive to business, it should be another key task of the Manor Royal Coordinator, to present a streamlined offer to businesses.

### Continued Business Support Framework

13.51 The Continued Business Support Framework is designed to ensure that there is an excellent relationship and linkages established with Manor Royal businesses, whilst we set out a guide here for the nature of the support it should be guided by the Manor Royal business group (once established) to tailor the offer to their needs. In itself the framework is essentially a suite of tailor made support products, which can be delivered by relevant agencies.

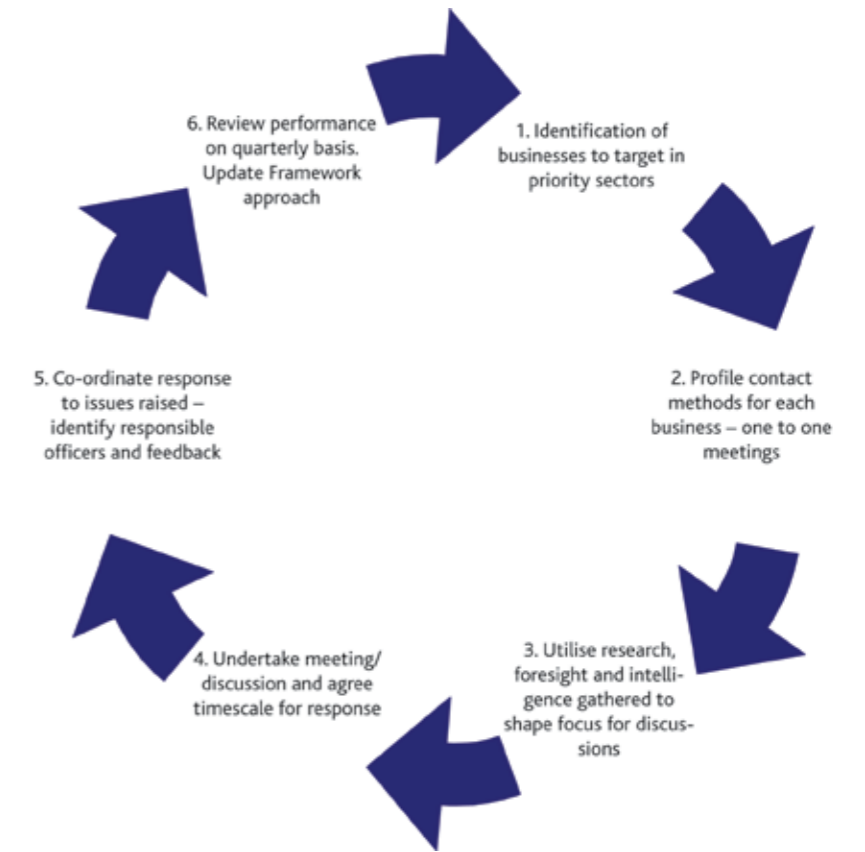
13.52 The Framework should be able to identify and resolve issues that businesses raise that may otherwise restrain future growth, re-investment or ultimately cause the loss of the business from Crawley either externally or through financial failure. The importance of business support and continued dialogue cannot be under-estimated, particularly in the shorter-term as Crawley and Manor Royal recover from the economic recession.

13.53 Given the scale and range of businesses within Manor Royal and their importance to the Crawley economy a dedicated Continued Business Support resource may be required to assist in servicing the business relationships and co-ordinate with any strategic activities undertaken by SEEDA. This should form part of a Manor Royal coordination role and work closely with the Business Link area coordinator. This position should be provided with a budget to operate fund the delivery of support products identified in the framework.

13.54 The Continued Business Support Framework provides the structure and means to increase the quality of support within Manor Royal across the whole business base (all sectors, not just priority ones). This role should lie principally with Crawley Borough Council, CADIA and Business Link building upon the existing good work already undertaken but overtime should be driven by the business group or through the Manor Royal coordinator. Working protocols will need to be established to agree roles and responsibilities between the Borough Council with LEAG and CADIA as well as SEEDA's Growth Team in this respect.

13.55 The Continued Business Support Framework cycle is set out below. This is a systematic approach to the identification of business issues and challenges based on targeting those businesses within priority sectors first and foremost, but seeking to ensure that over a year long rolling programme that all businesses in Manor Royal are proactively contacted.

### The Manor Royal Continued Business Support Framework Programme



13.56 Taking each action in the Continued Business Support Framework in turn, the tasks to be undertaken are as follows:

1. Targeting – The key business sectors are the priorities to target in the immediate period. Alongside the priority sectors, all businesses within Manor Royal should be targeted over a year by the coordinator. This must be achieved in conjunction with other partners such as LEAG, CADIA and SEEDA to ensure that there is no duplication of efforts or obvious gaps in coverage and a unified service is offered to businesses.
2. Engagement methods – utilising sector and business level research, each business in Manor Royal to be targeted within the Continued Business Support Framework must be profiled. It is then essential to make initial contact to obtain a clear understanding of on what basis, frequency and method will the individual business wish to be engaged with. Different techniques will be required including a combination of contact forms such as one-on-one meetings, engagement via senior officers and Elected Members, invitations to business development networking or social or sporting events. The Continued Business Support Framework must capture all of these requirements and expectations to co-ordinate activities effectively. It is likely much of this can be development from existing mechanisms employed by LEAG, CADIA and other business representatives.
3. Shaping Discussions – there is a need to consider the structure and content for any business support contact. It will be important to understand the existing and potential future business needs (land, premises, skills, funding, legal support, business planning processes) of each business if support is to be effective in Manor Royal.



4. Undertake Contact – undertaking the contact through whichever means is most appropriate for that business is the critical action in the Continued Business Support Framework. The contact meeting/discussion must be structured to ensure that the business has every opportunity to raise the issues it needs to and that this is swiftly followed up by a feedback note or minute of the discussions identifying what actions will be taken by the partners to resolve issues and over what timescale. Follow-up meetings/discussions should be arranged at the same time and the Manor Royal Continued Business Support Framework database updated accordingly (including the note of what was discussed).
5. Co-ordinating Responses – the ability to co-ordinate and deal with issues raised at the contact meeting is critical to the effectiveness of the Continued Business Support Framework. The response must identify the individuals to take responsibility for each issue and action required and to ensure that this is swiftly fed back to the business with the outcomes/resolution of the issue clearly identified. The original point of contact is preferential and more effective in co-ordinating responses.
6. Performance Review – there is a need to monitor and review the Continued Business Support Framework on a regular, quarterly basis, particularly in the economic recession recovery period in Crawley. This monitoring will inform the wider performance management of the Manor Royal Masterplan as well as inputting to wider Council corporate research, foresight and intelligence activities. Performance review and the identification of common issues/themes raised by Manor Royal businesses should be brought together to evidence the need for particular development or regeneration initiatives, to support any possible funding bids or to form the basis for targeted business support or business development networking utilising funds drawn from sources such as LABGI receipts. The performance review should be undertaken in the form of a follow-on telephone call to the business coupled with an annual satisfaction survey (web or mail) of those with businesses within Manor Royal.

### Targeted Support For High Growth Businesses

- 13.57 The economic priority for Manor Royal should be the protection, nurturing and growth of existing sectoral strengths within the estate location. Analysis of the Crawley economy and future trends through the Borough's Employment Land Review when completed will need to guide the emphasis on current and future economic sectors that will contribute to Crawley's economy and more locally which Manor Royal can support.
- 13.58 There are two dimensions to this further targeting analysis that the Council should lead: firstly, the identification of key sectors that are vulnerable to decline, and should therefore be protected and managed; secondly, those that offer growth (employment, and / or business base) potential, and should therefore be facilitated in the future within Manor Royal. To support this analysis, the Council could categorise Manor Royal businesses by sector into Productivity Zones as shown in the following table.

### Manor Royal Business Productivity Zones

Productivity zone	Description
Zone A: Concentration	More jobs, fewer businesses Comment: Potential productivity gains achievable through economies of scale and scope
Zone B: Enlargement	More businesses, more jobs Comment: Potential for high value added growth through technical progress and economies of scale
Zone C: Fragmentation	More businesses, fewer jobs, Comment: Mixed group with equally mixed prospects. Little to suggest that productivity increases will occur through exploitation of scale economies

- 13.59 The real opportunity for Manor Royal's future business sector support is for the Innovation and Growth team particularly to target those businesses within Zone A (concentration) and Zone B (enlargement) – it is these businesses that will deliver the most significant economic growth prospects, local wealth creation and higher productivity levels. It is these businesses who would benefit most from intensive support from SEEDA's Growth and Innovation support currently being deployed through sub-regional and area teams.
- 13.60 Businesses within Zone A will demonstrate the potential for productivity gains through economies of scale and scope. It is likely that competition is increasing with the removal of some businesses which is not fully compensated for through increases in employment (hence the productivity growth implied). As a result these are key sectors for the Council and SEEDA to target with Continued Business Support and retention activities.
- 13.61 There is the potential for high value added growth through technical progress and economies of scale within productivity Zone B businesses. These are the businesses that have been setting the pace within Manor Royal (and more widely within Crawley as a whole), and are therefore of key consideration going forward in inward investment terms and should be priorities for Continued Business Support and retention, certainly in the short term.
- 13.62 Businesses in Zone C are most likely to require more generalised support as offered through the 'mainstream' Business Link offer in terms of adjusting to the new economy, reducing their cost base and enhancing operational efficiency, and improving their environmental performance.

### Improving Sustainability

- 13.63 Enhancing the sustainability credentials of Manor Royal will require interventions which address both new development and the upgrading of the existing built stock.
- 13.64 Within new developments the following elements will form the basis of delivery through implementation of policy which supports:
  - a. All new buildings at Manor Royal obtaining BREEAM certification. This should form 'sliding scale' over time to ensure that requirements do not provide a viability constraint on development. As time progresses and values within Manor Royal rise the BREEAM threshold should become higher, at present "Very Good" is likely to be achievable, however over the life of the Masterplan it should be raised to "Outstanding" as viability increases.
  - b. New development at Manor Royal should aspire to reduce the existing carbon dioxide emissions profile of the business district.
  - c. New development should consider each façade in response to orientation. It should also prioritise shading on the south façade and high performance building fabric.
  - d. Further due diligence should be undertaken to ensure that large installations of photovoltaic technologies will not cause a negative impact on the operation of the airport.
  - e. Further testing should be undertaken to ascertain the most suitable location for an energy centre either within or beyond Manor Royal, this should either be within the core zone to demonstrate the commitment to sustainability, or within the northern zone to reduce visual and vehicle impacts on the core business zone.
  - f. A new build business hub should be considered as a potential exemplar building for Manor Royal and Crawley as a whole in terms of sustainable measures, demonstrating value through a true triple bottom line .
  - g. Potential mutual benefits of the delivery of an ESCO or MUSCO elsewhere in the borough that is linked to Manor Royal should be included in the Core Strategy to ensure that a feasibility assessment occurs whenever major development is proposed.
  - h. Whenever major development is proposed in the borough CBC should commission a survey to identify the potential existing users at Manor Royal (and elsewhere) who might agree to sign up to the ESCO / MUSCO.
  - i. The Council should consider adopting a policy whereby they also agree to purchase all their services from the delivery ESCO / MUSCO, providing a method can be found that will comply with OJEU procurement requirements.



13.65 To improve the environmental performance of the existing built stock in Manor Royal the following interventions should be prioritised:

- a. Major refurbishment (over 1,000 sq m) should target a BREEAM (Refurbishment) rating of Very Good as part of planning conditions. This should be reflected in the Core Strategy and Design Guide documentation.
- b. Existing business encouraged to take advantage of the Feed-In Tariffs (FITs) for solar and other suitable renewable technologies permitted. The council should consider simplified planning processes to permit this.
- c. Identify key sustainable strategy priorities for investment by the CRC eligible companies by deregulating the planning process required to pursue these. E.g. green roof integration on existing properties.
- d. Invest in a loop to connect Manor Royal to National Cycle Network Route 21, improving cycling connections and paths within Crawley. This could potentially be part funded by Section 106 Agreements or in conjunction with Sustrans.
- e. Investigate the feasibility of extending EASIT's loan bike scheme to provide a street cycle 'rent and ride' scheme which could link Manor Royal with the Town Centre and other areas of Crawley. Potentially part funded by Section 106 Agreements.
- f. Encourage businesses to adopt the government's Cycle to Work scheme.
- g. Provide information to businesses encouraging them to take up the offer of free Hippos or Hogs from their water utility company.
- h. Encourage businesses to purchase tap and shower flow restrictors and to consider rainwater harvesting to water butts for external irrigation.
- i. The Council should communicate clearly to businesses what areas of external maintenance at Manor Royal are outside of its remit or control.
- j. Champion and promote the 'Let's Face It!' campaign specifically towards Manor Royal businesses.
- k. Consider extending the Council's current waste management strategy to commercial properties at Manor Royal. Using the Green Business Audits, survey existing businesses to understand the range and extent of waste management required
- l. Request expressions of interest for waste to energy solutions when conducting conversations with potential ESCO / MUSCOs.
- m. Encourage businesses to link supply chains at Manor Royal. Lead the development of a local directory of waste contractors. Help to identify potential 'virtual cycles' in supply and demand within the estate.
- n. Identify potential sites for an ESCO / MUSCO throughout the Borough, beyond the one identified for Manor Royal in this masterplan and undertake a due diligence assessment of the CPO requirements etc.

## Cultural Organisation Of Manor Royal

13.66 Engaging businesses in the future regeneration of Manor Royal is fundamental to achieving buy in and support for investment decisions and providing a sense of ownership of Manor Royal.

13.67 Through consultation it has become clear that businesses seek strategic leadership from the Council and expect them to provide support and investment to maintain and enhance Manor Royal as a business location. However they also want to see changes that are driven by their needs, therefore a mechanism for ongoing involvement is required to build and develop the consultation undertaken to develop the Masterplan. Key steps for achieving greater engagement are:

- a. Establishing the final vision for Manor Royal in conjunction with the Manor Royal business community as a pre-cursor to establishing a formal Manor Royal business group;
- b. Support and fund a Manor Royal coordinator (via the Council and CADIA) to provide a conduit between businesses and service providers;
- c. Lead (via the Coordinator) the development of a representation group of all the businesses at Manor Royal. During the development phase the precise nature of this business group should be tested with businesses to ensure maximum participation (i.e. local syndicate, membership scheme etc.);
- d. Develop the Council's communication strategy to offer consistent and regular communication to the business group and identify key points of contact for businesses to access council officers and members; and
- e. Ensure the business group directs the prioritisation of interventions and use of funding to deliver key aspects of the Masterplan;

13.68 As the business group becomes more established and trust is built between the public and private sector that views are being listened to and implemented more formalised 'legal' status for the group should be considered. A potential model to pursue would be that of town centre management, where initial public sector direction and investment facilitates the development of a partnership which takes ownership of future improvements and begins to identify and fund change directly.

13.69 This could (eventually) form the basis for a future Business Improvement District partnership. This mechanism would have more chance of success than imposing a BID structure from the start as it would be clearly driven by businesses and they would be in a position to set the priorities of the BID.





# 14. Delivery Of Key Sites

14.1 The Masterplan process has identified six key sites which have a significant role to play in delivery change and raising the quality of development within Manor Royal. These form the basis of the key gateway locations or site clusters and are likely to be those which come forward for redevelopment or re-use in the short term.

## GlaxoSmithKline

### 14.2 Key Site Context

- Largest single site in Manor Royal, approximately 12ha (excluding open space provision) which will be vacated by the current owner/occupier in 2011.
- Key opportunities for development: Prominent gateway site; Landmark opportunity; Major frontage on two major routes; Natural asset frontage; Recreational field; Large site area in single ownership; On cycle and bus network routes; Own access from Crawley Avenue (A2011), Proximity to residential area; Known vacation timetable.
- Development Constraints: Forms division between industrial use and office; as largest site in single ownership it may be hard to bring forward as one; Relationship with neighbours; Restricted access from Crawley Avenue; Depth of site; Long term management of Magpie Wood.



### 14.3 Infrastructure Requirements

- None providing access to A2011 is maintained for new uses (albeit intensified use needs to be carefully tested for impact on A2011 and junction suitability);
- Potential to enhance cycle/pedestrian access through site.

### 14.4 Development Risks

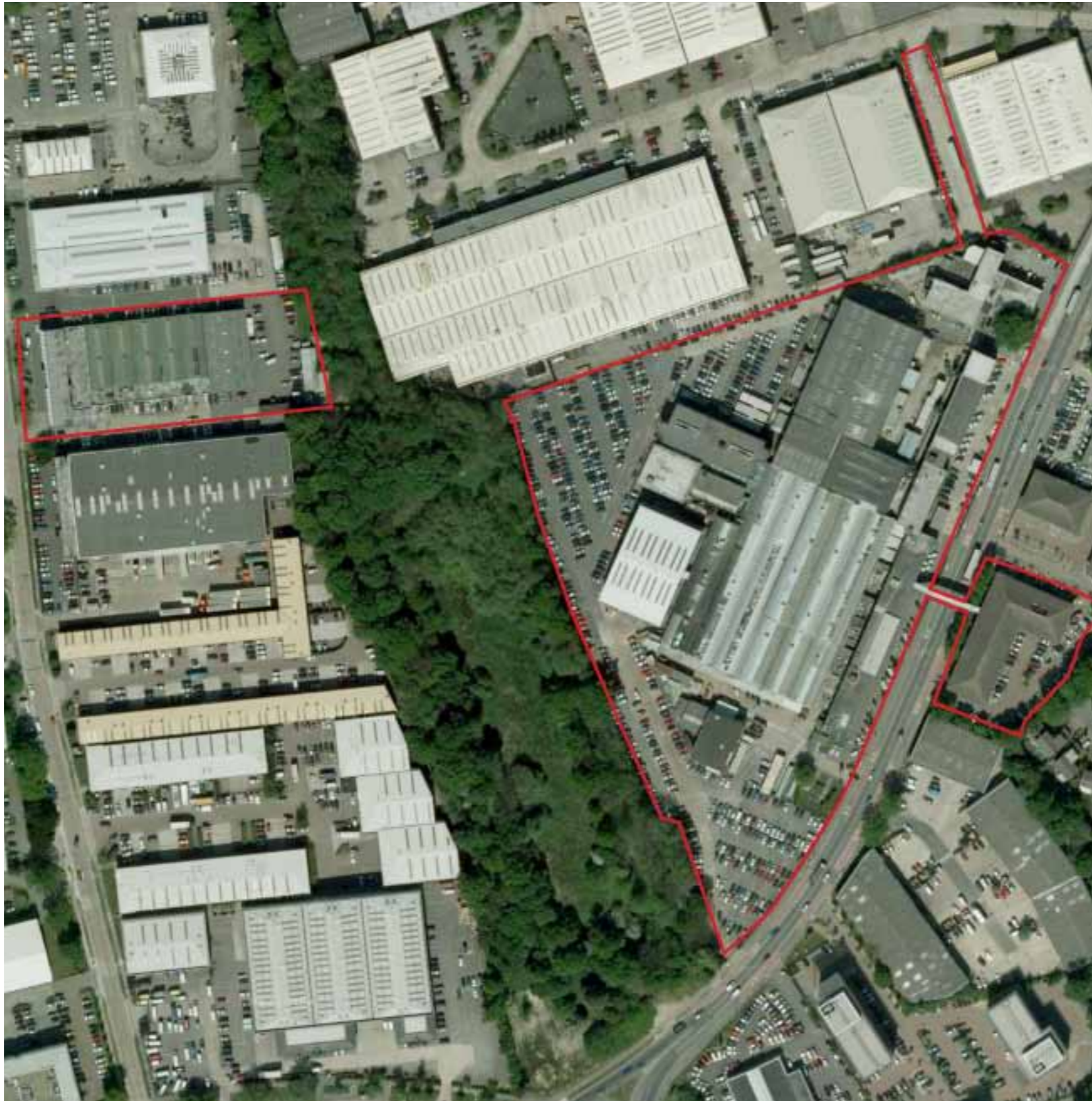
- Disposal process underway with owner keen to have new owner in place at point of vacation in 2011, they have demonstrated little interest in pursuing redevelopment of the site prior to disposal. Current uses being proposed for the site by commercial agents is for large scale distribution;
- Site has the potential to significantly alter the image and perception of Manor Royal and the Crawley economy providing a high quality development can be secured. Accommodation of a large logistics use could undermine the aspiration for a more competitive office and value added manufacturing sector in Manor Royal.

### 14.5 Public Sector Actions

- Given the importance of this site in shaping the future of Manor Royal a development brief should be prepared to direct and inform future redevelopment of the site. This should support delivery of the Masterplan objectives and deal specifically with the treatment of Magpie Wood and the road access from the A2011.







## Thales East Sites

### 14.6 Key Site Context

- Large manufacturing/industrial site (approx 5ha) lying to the West of Gatwick Road with linked office building accessible via a footbridge to the east of Gatwick Road, also incorporates a standalone facility accessed from Newton Road. The site is currently being vacated by Thales as part of their relocation to a site on London Road.
- Key opportunities for development: Prominent gateway site; Landmark opportunity; Major route frontage; Potential to include access to Crawters Brook; Large site area in single ownership; Established frontage and access; On cycle routes.
- Development Constraints: Existing access constrained; Ownership split over 3 sites; Proximity to residential area; Surrounded by mostly industrial uses.

### 14.7 Infrastructure Requirements

- Gatwick Road already congested, high density development may require mitigation;
- Significant distance to public transport provision which may increase car usage.

### 14.8 Development Risks

- Site has so far been considered for a campus office development but not pursued, current interest appears to be for logistics or large retail warehousing. This reflects the current market for office and manufacturing facilities.
- 'Big box' uses may restrict the potential to open access to Crawters Brook and orientate development towards this key asset.

### 14.9 Public Sector Actions

- Open negotiations with owners to enable the realisation of the potential the site offers in terms of opening up access to Crawters Brook and providing leisure facilities for the wider Manor Royal to ensure future use addresses these adequately.
- Implementation of Simplified Planning Zone for wider gateway.





## BOC Edwards

### 14.10 Key Site Context

- Vacant former industrial premises occupying approximately 4ha in the heart of Manor Royal acting as the boundary between the high quality Crawley Business Quarter and older industrial stock on Manor Royal Way.
- Key opportunities for development: Prominent gateway site; Landmark opportunity; Major frontage on two major routes; Across road from natural asset; On cycle and bus network routes; Proximity to good quality office; Half the site is grass and surface parking so limited demolition required; Close to other poor quality/old building stock, which if came forward together would regenerate a whole portion of Manor Royal. Potential for 'statement' location of Energy Facility.
- Development Constraints: Forms division between industrial use and office; Overlooks large car parking areas; Existing planning permission; Currently on open market to lease existing.

### 14.11 Infrastructure Requirements

- Whilst the existing junctions are not at capacity they have a lower threshold and therefore mitigation would be required to bring development forward.

### 14.12 Development Risks

- Existing permission (granted in August 2005) exists for the development of a standalone office building, however this has failed to be delivered and site is currently marketed in its current form.
- Future redevelopment in permitted form risks the site coming forward in isolation of surrounding opportunities and reducing the regenerative impact on the core of the Business Zone.
- Re-use in its current form will reduce the potential for wider regeneration on other sites.

### 14.13 Public Sector Actions

- The site should be considered (all or in part) as part of the Manor Royal Hub feasibility testing.
- Should use as a hub not be viable the formation of a development brief to secure a development which catalyses wider regeneration.
- Test the full benefits / dis-benefits of using part of the site as an Energy Centre.

## Segro West

### 14.14 Key Site Context

- Cleared and vacant site occupying 2ha at the key Fleming Way – London Road gateway, the site is owned by SEGRO who are actively seeking a development solution for the site.
- Key opportunities for development: Prominent gateway site; Landmark opportunity; Major frontage on two major routes; Large site area; On cycle and bus network routes; Relationship to high value uses; Clear, demolished site.



- Development Constraints: Forms division between industrial use and retail making the use designation critical; Physical, long and narrow shape; As the site is clear it may come forward for development before the masterplan can be adopted and steer the area in an unplanned direction; Backs onto existing industrial sheds and multistorey car parks; Competing interests Difficult to sub-divide; North-South route is very busy and in some places is 5 lanes wide making it noisy and hard to cross.

### 14.15 Infrastructure Requirements

- No highway restrictions;
- Need for improved pedestrian access for core of Manor Royal and Fastway.

### 14.16 Development Risks

- Owners are currently appraising development options and require a viable solution in the short term which may preclude a high quality office development, which would usually be the most suited use.

### 14.17 Public Sector Actions

- Development Management should work closely with SEGRO to identify the most suitable use for both parties that delivers critical elements of the Masterplan.
- Regardless of use permission should only be permitted for a high quality landmark scheme.
- Implementation of Simplified Planning Zone.



## Premiere House

### 14.18 Key Site Context

- Small (0.9ha) site occupying an island site bordered by Betts Way, London Road and County Oak Way which is currently being cleared by the owners.
- Key opportunities for development: Prominent gateway site; Landmark opportunity; Major frontage on two major routes; On cycle and bus network routes; Proximity to other 'opportunity' sites (SEGRO, Astral Towers car park); Sits opposite 12-14 storey Astral Tower which set precedent for taller building.
- Development Constraints: Forms a division between office use and retail making the use designation critical; Existing permission/scheme; Land owner 'hope' value; Restrictive access; Isolated island site; North-South route is very busy and in some places is 5 lanes wide making it noisy and hard to cross.

### 14.19 Infrastructure Requirements

- Restricted access from Betts Way but no junction capacity issues;
- Need for improved pedestrian access.

### 14.20 Development Risks

- Permission currently exists for replacement office scheme, however informal consultation suggests there may be an interest for a hotel. Both schemes would be compatible with the Masterplan in the long term.
- Proposals exist on neighbouring sites for the introduction of a food retail store which, if permitted, may increase the pressure for a further expansion of the County Oak retail offer to this site.

### 14.21 Public Sector Actions

- Implementation of Simplified Planning Zone.



## Gatwick City Place

### 14.22 Key Site Context

- Existing industrial site (3.3ha) forming part of the Gatwick City Place development, the site has a limited relationship to the core of Manor Royal.
- Key opportunities for development: Prominent gateway site; Landmark opportunity; Major frontage on two major routes, including railway; Large site area; On bus network routes; Close airport access; Alongside some exemplar office buildings, potential for Energy Centre close to Manor Royal and Airport but not affecting appearance of core zone or future development.
- Development Constraints: In line with Gatwick's potential second runway; Constrained by radar tower; Site is quite isolated from the rest of Manor Royal; Links with cycle and walking networks reduced; High vacancy in neighbouring buildings; Limited impact on Manor Royal.

### 14.23 Infrastructure Requirements

- Travel planning to ensure traffic avoid congestion Gatwick Road where possible;
- Need for improved pedestrian access.

### 14.24 Development Risks

- Outline permission exists for further office development to complete the offer at City Place. However previous phases have been slow to attract occupiers so no certainty final phase will be delivered.

### 14.25 Public Sector Actions

- Test benefits / dis-benefits for location of an Energy Centre .







# 15. Prioritising Public Sector Led Intervention

## Prioritising Public Sector Led Intervention

15.1 Whilst all interventions identified in Chapter 13 would contribute to the overall improvement of Manor Royal and achievement of the vision and aims set out in this Masterplan limited resources require prioritisation to maximise the impact these have in catalysing change. These interventions are not necessarily the quickest and easiest to implement but respond directly to the weaknesses of the Manor Royal offer identified through consultation and comparative analysis with other business locations.

15.2 This section draws together the key actions which will require a public sector lead over the lifetime of the Masterplan and has been prioritised within each time period with high (green text), medium (amber text) and low (red text) interventions set out below. Prioritisation is based on how best to target public sector investment to pump prime change and encourage greater engagement and investment from the private sector.

15.3 As the business representation organisation becomes established and begins to direct change a number of actions may pass to this body. However should this not develop as envisaged the public sector through existing networks will need to continue to drive change within Manor Royal.

15.4 It is anticipated that the greatest level of public sector activity will be in the short term to establish the future framework for Manor Royal through the development and adoption of appropriate policies and to develop the mechanisms through which long term delivery can happen. This will provide the impetus and strategic direction which the private sector has identified as the key role for the public sector in the short term and will allow the private sector to deliver within this framework over the medium to long term.

15.5 Therefore the direct role of the public sector will diminish over time, moving from driving the Vision forward to facilitation of delivery by other bodies and the management and maintenance of public realm standards.

## Short Term Actions (2010 To 2012):

- Adoption of the SPD and standards for new build development
- Establish representative business group
- Development and adoption of Simplified Planning Zone Schemes for Manor Royal Way – Gatwick Road and Fleming Way – London Road gateways
- Prepare development brief for GSK site
- Establishment of steering group for delivery of Business Hub
- Undertake detailed financial feasibility testing of Manor Royal Hub
- Identify potential users of MUSCO/ESCO
- Implement landscaping at key gateway junctions to complement signage
- Expansion and development of Manor Royal website to include
- Promotional information
- Virtual Business Hub
- Extend open space provision at Crawters Brook
- Continued development of estate-wide travel plans
- Clearance and improved lighting/surfacing on key existing cycle/ pedestrian routes
- Coordination and promotion of business support offer to Manor Royal businesses – should also include initiatives to assist in improving environmental performance of businesses
- Undertake further testing to confirm site for an energy centre within the Borough
- Development of new business support elements
- Investigate planning policy options to increase access to Feed in Tariffs and assist businesses in meeting CRC commitments
- Implement structured planting along key boundary routes
- Develop comprehensive signage strategy
- Introduce new directory signs within site
- Development of timed walking routes

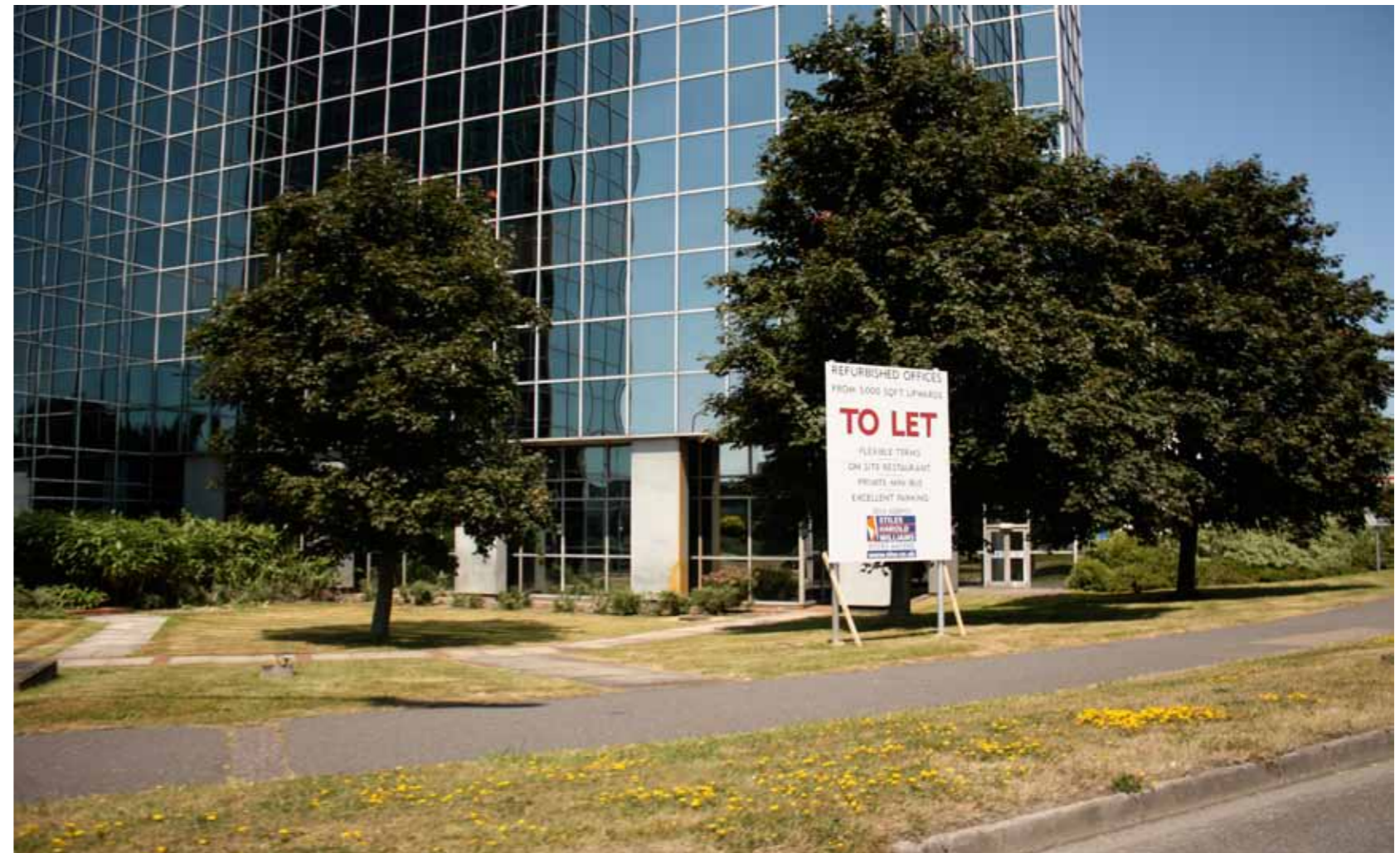


### Medium Term Actions (2012 To 2017)

- Establishment of third sector delivery vehicle for Manor Royal Hub
- Delivery of Hub either as refurbishment or new build
- Formalisation of business representative group
- Implement planting and landscape improvements on key routes
- Prepare a development brief for BOC Edwards should development not come forward
- Develop second phase of web presence
- Site database
- Business directory
- Complete Crawters Brook improvements
- Secure long term use of Magpie Wood for Manor Royal community
- Development of contribution-based approach to transport infrastructure development
- Development of MUSCO/ESCO
- Improve signage to Manor Royal from local road network
- Work with businesses to encourage supply chain links within Manor Royal businesses

### Long Term Actions (2017 Onwards)

- Undertake ongoing management of Crawters Brook and Magpie Wood
- Implementation of highway network and junction improvements
- Council adopts policy to purchase MUSCO/ESCO services
- Develop final phase of web presence with Manor Royal intranet
- Develop business representative group into BID partnership
- Delivery of bespoke Hub development (if refurbishment delivered in medium term)
- Improve signage from the strategic road network
- Deliver branded road signs
- Deliver connection on cycle network to NCR21 via new loop



15.6 Intervention through the planning system will be ongoing throughout the Masterplan period, working with developers to secure developments which deliver the wider aims of the Masterplan as well as securing high quality developments on individual sites where sites do not fall within SPZs.



London West End

10 Stratton Street  
London  
W1J 8JR

Belfast

Rose Building  
Third Floor  
16 Howard Street  
Belfast  
BT1 6PA

Bristol

St Catherine's Court  
Berkeley Place  
Bristol  
BS8 1BQ

Edinburgh

Quayside House  
127 Fountainbridge  
Edinburgh  
EH3 9QG

Leeds

First Floor, City Point  
29 King Street  
Leeds  
LS1 2HL

Newcastle

Yorkshire Chambers  
112/118 Pilgrim Street  
Newcastle upon Tyne  
NE1 6LL

London City

80 Cheapside  
London  
EC2V 6EE

Birmingham

3 Brindleyplace  
Birmingham  
B1 2JB

Cardiff

One Kingsway  
Cardiff  
CF10 3AN

Glasgow

206 St Vincent Street  
Glasgow  
G2 5SG

Liverpool

Mercury Court  
Tithebarn Street  
Liverpool  
L2 2QP

Manchester

81 Fountain Street  
Manchester  
M2 2EE

[www.gvagrimley.co.uk](http://www.gvagrimley.co.uk)

08449 02 03 04

Published by GVA Grimley Ltd – 10 Stratton Street, London W1J 8JR  
© copyright GVA Grimley Ltd.

 Printed on recycled paper